

# Disney Citizenship

2013 Performance Summary







# Table of Contents

<b>Introduction</b>	<b>4</b>
Message From Our CEO	4
Message From Our CFO	5
Our Citizenship Commitment	6
Strategic Philanthropy	10
2013 Citizenship Highlights	12
About This Report	14
Performance Summary	20
Data Table	26
<b>Promote the Happiness and Well-Being of Kids and Families</b>	<b>30</b>
Live Healthier	32
Strengthen Communities	36
Conserve Nature	42
Think Creatively	46
<b>Act Responsibly</b>	<b>48</b>
Ethical Conduct	50
Responsible Content	53
Environmental Stewardship	59
Civic Engagement	68
Respectful Workplaces	70
Responsible Supply Chain	76
<b>Looking Ahead</b>	<b>88</b>
<b>Evolution of Our Targets</b>	<b>90</b>
<b>GRI Index</b>	<b>96</b>





# Message From Our CEO



Dear Stakeholders:

The Walt Disney Company has long been one of the most recognizable and well-known companies in the world, but my personal belief has always been that we should also be one of the world’s most admired companies, respected both for the results we deliver as well as the integrity with which our businesses operate. Over the last several years we’ve worked hard to earn that distinction, and The Walt Disney Company is now consistently recognized as one of the world’s most reputable, admired, and socially responsible companies in studies published by Fortune, Forbes and Barron’s, and our rapid rise in the rankings continued this year.

Our relentless commitment to act ethically and responsibly in our endeavors has been integral to our success in this regard. For us, being a good corporate citizen includes operating in an ethical manner, promoting the happiness and well-being of kids and families, and inspiring others to get involved and become a force of positive change. As part of this effort, Disney contributed nearly \$370 million in cash, products, and in-kind support to organizations around the world and our employees donated a total of 667,000 volunteer hours in their communities.


We’re proud of our continued achievements this year, especially in terms of successfully reducing our environmental impact. As of 2013, Disney has reduced our net direct greenhouse gas emissions by 50% and decreased our electricity consumption by more than 10%, we’ve also significantly cut the amount of refuse our Parks and Resorts send to landfills, and reduced the amount by as much as 90% at some major events. To build on this progress, The Walt Disney Company has developed even more ambitious environmental goals, targeting greater reductions in waste, water and greenhouse gas emissions.

We’re also taking important steps to increase worker safety in our global supply chain, including focusing our manufacturing in countries that we believe are more likely to continue to improve working conditions. Our new Integrated Supply Chain Management (ISCM) organization provides greater global oversight across our operations, from planning and sourcing to product integrity and chemicals management, further enhancing efficiency, visibility and integrity.

As we made these important strides forward in our citizenship efforts, Disney also delivered its third consecutive year of record financial performance. We’ve found that doing the right thing is good for our business – it deepens our connection with consumers, makes our company more attractive to talent, and builds goodwill in the communities in which we operate.

The global reputation we enjoy today for our high-quality products, strong performance, and corporate integrity reflects the commitment of everyone at Disney to do the right things for our business, in the right way. We’re proud of our achievements this year, and appreciate your continued interest in our efforts.

Sincerely,



Robert A. Iger  
Chairman and Chief Executive Officer  
The Walt Disney Company

# Message From Our CFO



Dear Stakeholders:

I am proud to report that 2013 was a landmark year for Disney Citizenship. Not only did we make encouraging progress towards the goals we set for ourselves, we made a series of important decisions about how and where we’ll be focusing our time and energy in the future.

From Disney’s earliest days, we have believed that our concern for kids and families must extend beyond their entertainment to the world in which they live. Our actions as a company must meet the standard set by the stories we tell and the characters we share. This is why Disney takes seriously our obligation to produce responsible content and products, maintain respectful workplaces, invest in communities, and care for our planet. Our performance toward meeting this obligation is contained in the following pages.

In this year’s Performance Summary, you’ll also find a new focus on four areas where Disney has a unique opportunity to create a brighter tomorrow by inspiring action in others. The example we set as a company of more than 175,000 employees is nothing compared to the impact we can have when we inspire the millions of kids and families we reach every day to take action and make a difference.

As with everything we do, our efforts to inspire the actions of others need to be balanced with our own commitment to act responsibly.

For example, we’ve made an impact by establishing nutrition guidelines that associate our brands and characters with more nutritionally balanced foods. We can make an even bigger impact when we inspire children to embrace a healthier lifestyle because it’s fun and easy, which is why we have tools like the Mickey Check next to nutritious options in our domestic Parks and Resorts.

We are proud that during 2013 we met or exceeded all of our environmental targets set during 2009. We also know that our environmental impact is that much greater when Disney inspires kids and families to connect with nature, and develop a lifelong passion for stewardship.

We have increased our charitable efforts in communities near and far. And yet, the power of citizenship comes not just from our donations, but also from our ability to inspire a universal spirit of service and volunteerism that will lead people to devote their time and energy to causes bigger than themselves.

Each day, the world experiences the magic and creativity of The Walt Disney Company. And right now, the world urgently needs a generation that is inspired to think creatively; a generation that has the ability to develop innovative solutions that will lead to a brighter tomorrow. The next great athletes, engineers, architects, artists, Imagineers and dreamers are out there. Going forward, our opportunity – and our obligation – is to provide kids with the tools to create the future we help them imagine every day.

Inspiring others to think creatively, live healthier, conserve nature, and strengthen our communities is a Citizenship strategy that represents who we are as a company and where we can make the biggest difference. Walt Disney famously remarked that Disneyland would never be finished so long as there is imagination left in the world. We view our approach to Citizenship in the same way: Even though we will never be finished, we must always do more, and inspire others to join us along the way. I am excited to continue this journey with all of you in 2014.

Sincerely,



Jay Rasulo  
Senior Executive Vice President and Chief Financial Officer  
The Walt Disney Company

# Our Citizenship Commitment

At Disney, we believe that there are no limits to where creativity and imagination can take us. In our stories, we find the inspiration to envision a brighter tomorrow and the aspiration to make that dream come true.

Our unique approach to citizenship is rooted in the entertainment that we create and the special relationship we have with kids and families around the world. Our assets and our reach provide us with an opportunity to inspire audiences everywhere to join us in taking action and caring for the world we share. This opportunity to inspire guides our work across citizenship. It complements our commitment to conduct our business and create products in an

ethical manner. And it focuses our ambition to promote the happiness and well-being of kids and families everywhere.

This unique opportunity to inspire is at the heart of our citizenship mission:

**Conduct our business and create our products in an ethical manner and promote the happiness and well-being of kids and families by inspiring them to join us in creating a brighter tomorrow.**



Disney brings smiles to millions of children around the world.

We prioritize four areas in which we believe—and parents have told us—we have the greatest opportunity to promote the happiness and well-being of kids and families:

- 1. Live Healthier:** Make healthy living fun and accessible

**2. Strengthen Communities:** Bring hope, happiness, and comfort to kids and families
- 3. Conserve Nature:** Connect kids with nature to build lifelong conservation values

**4. Think Creatively:** Nurture creative thinking skills to inspire kids to create the future they imagine

Our commitment to conduct our business and create our products in an ethical manner focuses on six areas:

- 1. Ethical Conduct:** Conduct business with honesty, integrity, and in compliance with the law everywhere we operate

**2. Responsible Content:** Create and market responsible, high-quality products and content

**3. Environmental Stewardship:** Use resources wisely and protect the planet as we operate and grow our business
- 4. Civic Engagement:** Create lasting, positive change in the communities in which we live, work, and play

**5. Respectful Workplaces:** Foster safe, respectful, and inclusive workplaces wherever we do business

**6. Responsible Supply Chain:** Support the ethical production of Disney-branded merchandise through programs focused on safety, labor, and the environment

Our new citizenship identity, which we refer to as “Be Inspired,” captures the spirit of optimism that is an essential element of our stories and the power of possibility that drives our work in citizenship.

Together, we can create a better tomorrow where the greatest stories have yet to be told. We hope you will be inspired to join us.

Disney's Citizenship Framework

Inspiring kids and families to create a brighter tomorrow					
Conduct our business and create our products in an ethical manner		Promote the happiness and well-being of kids and families			
<b>Ethical Conduct</b> Conduct business with honesty, integrity, and in compliance with the law everywhere we operate  p. 50	<b>Responsible Content</b> Create and market responsible, high-quality products and content  p. 53	<b>Live Healthier</b> Make healthier living fun and accessible  p. 33	<b>Strengthen Communities</b> Bring hope, happiness, and comfort to kids and families  p. 37		
<b>Environmental Stewardship</b> Use resources wisely and protect the planet as we operate and grow our business  p. 59	<b>Civic Engagement</b> Create lasting, positive change in the communities in which we live, work, and play  p. 68	<b>Conserve Nature</b> Connect kids with nature to build lifelong conservation values  p. 43	<b>Think Creatively</b> Nurture creative thinking skills to inspire kids to create the future they imagine  p. 47		
<b>Respectful Workplaces</b> Foster safe, respectful, and inclusive workplaces wherever we do business  p. 70	<b>Responsible Supply Chain</b> Support the ethical production of Disney-branded merchandise through programs focused on safety, labor, and the environment  p. 76				
Strategic Philanthropy, p.10					

Citizenship Governance

Our executives and business unit leaders are committed to embedding citizenship into the daily decisions and actions of employees. Our Citizenship Council includes executives who represent each of our business units and critical corporate functions such as brand management, public policy, and human resources. The Council’s objectives are to align Disney around common citizenship priorities and leverage resources across the enterprise. Disney’s Board of Directors periodically receives reports on corporate citizenship activities and performance. Additionally, the Audit Committee of the Board regularly receives reports on Disney’s International Labor Standards Program.

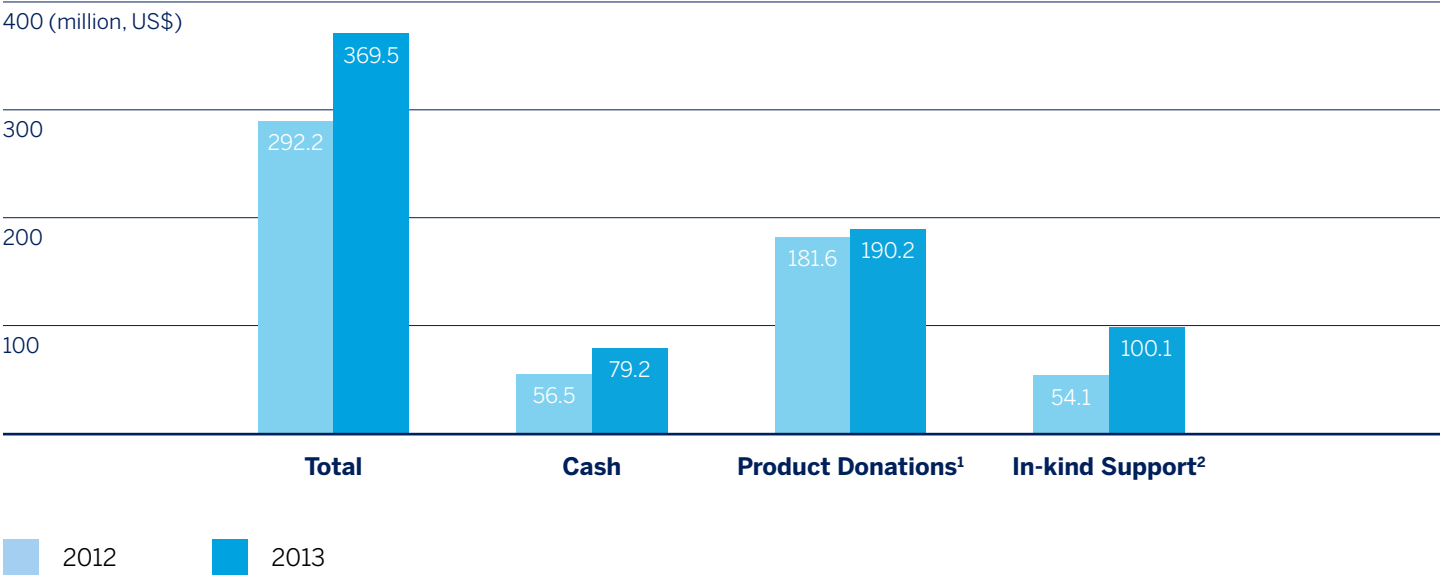
For more information about our citizenship governance practices, please see the [Ethical Conduct](#) section and the [GRI Index](#).



# Strategic Philanthropy

Strengthening communities through giving is one of the founding principles of our citizenship efforts. We apply our philanthropic resources to make a difference in communities, with a special focus in the areas of healthier living, strengthening communities, conserving nature, and creative thinking.

## Charitable Giving



The increase in charitable giving in 2013 is primarily due to increases in cash giving across our varied businesses and international regions, the inclusion of ESPN Public Service Announcements (PSAs) in our in-kind support and a number of select, large one-time gifts.

For more information on our philanthropic history and programs, please visit the [Charitable Giving](#) section of our website. For stories about how our business units give to communities, visit the [Disney Post](#).

<sup>1</sup> Product donations include estimated values for tangible items such as merchandise, theme park tickets, food, and other products.  
<sup>2</sup> In-kind support refers to estimated values of public service airtime (PSAs), character/talent appearances, and other in-kind support. Due to differences in distribution, viewership, programming, availabilities, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor value across a daypart rotation.



Disney supports the power of play and imagination through efforts such as UNICEF's P.L.A.Y. initiative.



# 2013 Citizenship Highlights

## October 2012

Disney announces a new [Paper Sourcing and Use Policy](#)

Jay Rasulo, Disney’s Senior Executive Vice President and Chief Financial Officer, speaks at the [2012 BSR Conference](#)

## November 2012

ABC’s “[Day of Giving](#)” raises more than \$18 million for the American Red Cross in support of Hurricane Sandy rebuilding efforts

Disney provides a founding grant for “[HERfinance](#),” a BSR-sponsored program that creates financial literacy curriculums for female factory workers in the global supply chain

Friends for Change sponsors [Family Volunteer Day](#), a day of service that celebrates the power of families who volunteer together

## December 2012

Club Penguin’s [Coins for Change](#) allows kids to donate virtual coins earned in the game to causes that matter to them, resulting in a \$1 million donation to real-world projects and charities

ABC Family’s “[25 Days of Christmas](#)” encourages 25 days of giving

## January 2013

UNICEF launches [P.L.A.Y. initiative](#) with \$1 million grant from Disney

[Mickey Check](#), a tool that makes it easier to identify nutritious choices, expands to kids’ menus at table service restaurants throughout Walt Disney World and Disneyland

Friends for Change partners with Youth Service America to award [grants](#) in support of youth-led projects aimed at making a lasting, positive change in the world

## February 2013

Walt Disney Imagineering hosts [ImagiNations Design Competition](#), an event that awards students who display creativity and innovation in theme park design

Disney supports [forest projects](#) around the world to help deliver on our goal of zero net emissions

Disney is added to the [Calvert Social Index](#)

## March 2013

Disney announces updated [Permitted Sourcing Countries Policy](#) for the production and sourcing of Disney-branded products

Disney releases the [2012 Citizenship Performance Summary](#) detailing progress against its citizenship commitments

“Heroes Work Here” initiative surpasses goal of [1,000 career opportunities](#) for returning U.S. veterans

## April 2013

Disney named America’s [Most Reputable Company](#) by Forbes magazine

Conservation International recognizes Disney for [nature conservation leadership](#)

[Integrated Supply Chain Management](#) team is created to promote operational and citizenship objectives in our supply chain

## May 2013

Disney VoluntEARS celebrates [30 years](#) of strengthening communities

Disneyland inspires classroom creativity with [CREATE grants](#)

## June 2013

Disney teams up with Blue Star Families and donates [30,000 books](#) in support of U.S. military families

Walt Disney Parks and Resorts Cast Members support [children’s hospitals](#) around the world

## July 2013

ESPN releases “[Nine for IX](#)” documentaries to celebrate the 40<sup>th</sup> anniversary of Title IX

Disney presents [SummerStage Kids](#), an event that exposes New York City youth to the world of international arts and culture through a vast and diverse collection of engaging entertainment

KABC-TV’s [Feed SoCal](#) campaign to fight hunger collected 2.5 million pounds of food for four regional food banks in Southern California.

## August 2013

Disney Worldwide Conservation Fund awards its [1,000<sup>th</sup> conservation grant](#) and announces its [2013 Conservation Heroes](#)

Disney [TRYathlon](#), which encourages kids and families to live active lifestyles, airs on Disney Channel and Disney XD, and kicks off a road tour with Radio Disney to bring the campaign to 10 cities across the U.S.

Guests complete over 11,000 volunteer acts at the [D23 Expo](#), a biannual gathering for Disney fans

## September 2013

Disney and ESPN team up with [Special Olympics to increase awareness and grow Unified Sports initiatives](#)

Disney sponsors [World Maker Faire New York 2013](#)

Disney hosts “Be Smart Be Safe” track at [Global Youth Summit: BYND 2015](#) to raise awareness about cyber bullying, online reputation, and online privacy

Disney Channel and Disney XD air the interstitial, “[This is Me](#),” to celebrate Hispanic Heritage Month



# About This Report

Information is included in this Performance Summary based on issue importance, stakeholder perspective, sustainability context, balance, comparability, accuracy, timeliness, reliability, and clarity.

As with our 2008 and 2010 Reports and our 2012 Performance Summary, we look to the Global Reporting Initiative (GRI) for guidance on specific reporting principles regarding content, quality, and report boundaries. We have addressed the Media Sector Supplement in the GRI 3.1 guidelines. However, not all of the guidelines are applicable or appropriate to our business, and we have applied them flexibly.

We believe our strategy and the contents of this report focus on the most important citizenship issues for Disney. But we understand that the landscape of issues is constantly evolving, and we will continue to refine our process to define and prioritize those issues, particularly as we begin our transition to reporting in accordance with the GRI G4 guidelines.

Unless otherwise stated, all data and information in this Performance Summary pertain to efforts in fiscal year 2013, which began on September 30, 2012, and ended September 28, 2013.

This Performance Summary represents our impacts, progress, and results as they relate to citizenship. Performance data are presented throughout the Performance Summary, and we are committed to the continued improvement, accuracy, and sophistication of our citizenship reporting. To this end, in 2013 we transitioned the collection and validation of citizenship data to our corporate reporting function, which also manages Disney's financial data and reporting. Where relevant, we provide details on scale, scope, and collection methodology. Using the GRI guidelines for accuracy, we believe the data we present are sufficiently detailed to allow for clear understanding of our disclosures. We take care to explain key estimates or assumptions that have been used in the development of metrics.

The annual Performance Summary, along with the stories and content on our [website](#) and [social media](#), provide a comprehensive view of our citizenship efforts.

## Stakeholder Feedback

Our Ceres stakeholder group provided feedback for this Performance Summary. This group, convened by Ceres, includes NGOs, socially responsible investors, peer companies, and other leaders in corporate citizenship. It represents a range of constituencies that have expertise in environmental and social responsibility, and governance issues.

When reviewing this report, the Ceres stakeholder group considered whether Disney adequately reported on its citizenship performance and key impacts, including goals, targets, systems, data, and initiatives. The following table outlines feedback obtained from the Ceres stakeholder group in January 2014.

Issues	Disney's Response	Future Plans
<p><b>Innovation and Leadership</b></p> <p>Stakeholders want to know what we are ultimately trying to achieve through our citizenship efforts. They also want Disney to celebrate areas of leadership and innovation in citizenship.</p>	<p>In the 2013 Performance Summary, we describe our updated citizenship strategy, which includes the areas of citizenship in which we believe we have the greatest opportunity to promote the happiness and well-being of kids and families. We discuss highlights and key citizenship innovations on our website throughout the year. Our 2013 <a href="#">citizenship highlights</a> links to these online articles.</p>	<p>We will continue to utilize our Performance Summary, citizenship website, and <a href="#">other communications tools</a> to articulate our strategy and vision for citizenship at Disney and to highlight areas of leadership and innovation.</p>
<p><b>Supply Chain Leadership</b></p> <p>Stakeholders encourage Disney to continue seeking ways to work with, influence, and inspire suppliers—holding them to the same expectations Disney holds for itself. This includes environmental efforts such as water management and carbon reductions, as well as social issues such as human rights, labor relations, and gender equality.</p>	<p>In 2013, Disney took significant steps in the management of our supply chain:</p> <ul style="list-style-type: none"><li>• We revised our Permitted Sourcing Countries List, which limited the countries vendors and licensees could use in the production of Disney-branded products.</li><li>• We created the Integrated Supply Chain team in order to promote operational and citizenship objectives (including labor standards, product safety, quality, productivity, financial performance, environmental performance, and regulatory compliance).</li><li>• We expanded our support for independent programs and initiatives addressing core labor issues within our supply chain.</li></ul>	<p>We will continue to operate our supply chains in a manner consistent with our values. This includes promoting the <a href="#">responsible sourcing</a> of Disney-branded products by working to assess and improve labor conditions in production facilities, helping to uphold the safety and integrity of these products through testing and monitoring programs, and exploring ways to reduce the <a href="#">environmental footprint</a> of these products and of our supply chains.</p>



Issues

Disney’s Response

Future Plans

Diversity

Stakeholders understand that, due to Disney’s reach, it is critical for Disney to not only correctly represent different cultures in its entertainment but to ensure that the company is reflective, in its leadership and employee base, of the communities they serve around the world.

Having a diverse workforce is critical to our business. When our employees reflect the diversity of the communities we serve, it enhances the quality of our entertainment and experiences. Encouraging a broad range of opinions, ideas, and perspectives helps us drive creativity and innovation across the company. In the 2013 Performance Summary, we provide additional context on how we have incorporated diversity into our products experiences, and additional content on diversity of leadership as it relates to our Board of Directors.

We are building a workforce representative of the global marketplace in which we operate, while fostering an inclusive environment for our employees and their families. For example, among other activities, Disney has initiated an enterprise-wide effort focused specifically on expanding our reach and relevance to the U.S. Hispanic consumer and launched a global women’s and workplace initiative. Although we still have plenty of progress to make, we are proud that Disney continues to focus on this area.

Safety

Stakeholders applauded Disney’s commitment to safety but wanted additional and updated information.

Safety is of utmost importance in all of Disney’s entertainment environments. Our commitment to (and investment in) safety spans areas such as products, experiences, and online/digital. The reporting in our 2013 Performance Summary reflects this commitment.

We will continue our steadfast commitment to safety across all aspects of our businesses. We will also continue to strive to report and disclose information on safety performance metrics. For example, in 2014 we will publish updated safety content on our Parks and Resorts Public Affairs website.

Long/Medium/Short-Term Targets

Stakeholders want to see Disney expand its target-setting efforts and bridge the gap between our short- and long-term goals by setting additional incremental targets for the mid-term that are time-bound and measurable.

During 2013, we created our next [generation environmental targets](#). With stakeholder feedback, we established new medium-term, time-bound targets that will help us achieve our long-term, aspirational environmental stewardship goals.

We will continue to keep this consideration in mind as we develop new citizenship targets across disciplines.

Issues

Disney’s Response

Future Plans

Issues Prioritization

Stakeholders stressed the importance of Disney clearly identifying its most important citizenship issues and prioritizing its efforts on those issues.

Our citizenship framework focuses our efforts on areas that we believe are most important to Disney and where we feel we can make a unique contribution to society.

We will continue to refine our process for identifying and prioritizing our most important citizenship issues, particularly as we make the transition to reporting in accordance with the GRI G4 Guidelines.

2013 Citizenship Targets

We continue to work diligently toward our citizenship goals. We regularly set new challenges for Disney in the form of publicly available targets. Targets are vitally important in helping Disney set a path and focus priorities. We believe that citizenship is a long-term investment that not only benefits us today but has the potential for an even greater impact in the decades to come.

In 2012, we published and reported on 65 enterprise-wide citizenship targets. Since their publication, some targets expired, some were recast as narrative in this report because they were neither time-bound nor quantifiable, and a few were removed because they no longer supported strategic priorities. Following this review of targets, we now have 30 targets. A full explanation of how our citizenship targets have evolved since 2012 can be found in the [Evolution of our Targets](#) section of this Performance Summary, and performance on past targets can be found on our [website](#).

Of the 30 targets in this 2013 Performance Summary, we “completed” twelve, are “on track” with twelve, are “getting started” on two, and “did not achieve” four. Where targets have expired or been achieved, we consider whether new targets are appropriate to make progress toward our broader citizenship goals. For those we did not achieve, we work to understand the reasons why and adjust our strategies accordingly. We continue to refine targets as we learn from the experience of working toward them. We also develop new targets as our strategic priorities evolve.



## Target Definitions

Targets in this Performance Summary are:

- **Based on The Walt Disney Company's fiscal year.** Our fiscal year generally begins in October and ends in September. When a target says "By 2016," we mean by the end of the fiscal year 2016.
- **Representative of the diverse business interests of The Walt Disney Company.** Within our framework, some goals are only relevant to specific segments of Disney. As such, we have included a combination of targets that are set at the corporate, line of business, or initiative level.
- **Dynamic and subject to updates or changes.** Setting goals and targets is not a static process. We will continue to evaluate the viability and utility of these targets. We are open to creating new targets, as well as adjusting ones that might not be aligned with the citizenship impacts of Disney.
- **Both aspirational and achievable.** Some of these targets represent "stretch" aspirations. At times—despite our efforts—marketplace and other conditions may impact our ability to meet these goals.
- **Time-bound and forward-looking.** In some areas of this document, we discuss forward-looking targets and goals. We believe target setting to be a good discipline, and it is a routine part of how we manage our business. Nevertheless, all targets are subject to uncertainty, and there is no assurance that the targets will be achieved or will not be adjusted as business priorities and external factors evolve.
- **Cumulative versus annual.** Unless otherwise stated, the numbers in our targets are meant to be cumulative from the beginning of fiscal year 2013 and concluding at the end of the year in the target.



The Walt Disney Company uses long-term targets and goals to guide our citizenship efforts.





# Performance Summary

We are proud of the progress we have made against our 2013 targets and are confident that we have strong strategies in place to achieve them within their described time frames. The following table outlines performance against our time-bound citizenship targets. Additional details on our policies and programs are provided in the text that follows.

## Promote the Happiness and Well-Being of Kids and Families

Target	Summary	Status
Live Healthier		
By 2015, all Disney-controlled advertising on U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children will be with food and beverages that comply with the nutrition guidelines	In 2013, 56% of all food and beverage advertising was compliant.	
By 2020, increase the percentage of globally licensed wholesale food sales dedicated to everyday foods that meet our global nutrition guidelines from 66% to 85%, and continue to meet our 85% target in North America	In 2013, we continued to meet the 85% guideline in North America, and 74% of globally licensed wholesale foods met our global nutrition guidelines.	
By 2016, support the creation of 50 play spaces for kids	In 2013, Disney supported the creation of 11 new playgrounds and provided grants for 7 Imagination Playgrounds, bringing our total to 40 play spaces since 2012.	
Strengthen Communities		
By 2020, provide opportunities for kids and families to take 20 million actions that help people, communities, and the planet	In 2013, more than 4.5 million actions were taken by kids and families to help people, communities, and the planet, bringing our total to 8.8 million actions since 2012.	

KEY

Completed

On Track

Getting Started

Did Not Achieve

Target	Summary	Status
By 2020, contribute more than 5 million hours of employee community service through the Disney VoluntEARS program	In 2013, Disney VoluntEARS gave over 667,000 hours of service, for a total of more than 1.2 million hours of service given since 2012.	
By 2020, positively impact the lives of 10 million children and families in need	In 2013, Disney positively impacted the lives of more than 4 million children and families, bringing our total since 2012 to 4.7 million.	
By 2014, donate 18 million books to organizations that provide new books to children in need	Disney donated over 8 million books in 2013, raising our total since 2012 to over 16 million books donated.	
By 2014, set a baseline for the percentage of employees who volunteer at least one hour of service annually in the VoluntEARS program	Collecting this data requires the development of a new global data collection system; the project does not align with current priorities so we have removed this target.	
Conserve Nature		
Between 2009 and 2013, annually increase the level of support to nonprofit organizations from Disney Worldwide Conservation Fund (DWCF)	In 2013, DWCF distributed more than \$7.3 million to nonprofit organizations.	
By 2015, connect 35 million kids and families with nature experiences	In 2013, Disney facilitated more than 12.9 million interactions with nature, bringing our total to 25.4 million since 2012.	
Think Creatively		
See the <a href="#">Think Creatively</a> section for description of supporting policies and programs		

Act Responsibly

Target	Summary	Status
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Ethical Conduct

See the [Ethical Conduct](#) section for description of supporting policies and programs

Responsible Content

See the [Responsible Content](#) section for description of supporting policies and programs

Environmental Stewardship

By 2013, achieve 50% of our long-term goal of zero net direct greenhouse gas emissions through a combination of reductions, efficiencies, and offsets	In 2013, we continued to achieve 50% of our long-term goal of zero net direct greenhouse gas emissions.	✓
By 2013, reduce electricity consumption of existing assets by 10% compared to 2006 baseline in existing assets	In 2013, we reduced electricity consumption by 11.9% compared to 2006.	✓
By 2013, decrease Parks and Resorts' annual solid waste to landfill to 50% of 2006 baseline level	In 2013, WDP&R sent 133,925 tons to landfill (49.3% of the 2006 baseline).	✓
By 2013, divert at least 80% of waste from landfill at the Summer X Games and 90% of waste from landfill at the ESPYs	We achieved half of this target by achieving an 86% diversion rate for the X Games but 84% for the ESPYs.	⊗

KEY    ✓ Completed    ⦿ On Track    ⦿ Getting Started    ⊗ Did Not Achieve

Target	Summary	Status
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By 2013, apply our integrated approach to sustainable design, engineering, and habitat protection for a pilot construction project	In 2013, we continued the process of testing an ecosystem evaluation methodology. We are planning additional pilot studies to further assess our methodologies and plan to engage with external experts for their review.	✓
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Civic Engagement

See [Civic Engagement](#) section for description of supporting policies and programs








Respectful Workplaces


By 2013, create and promote participation in kid-friendly physical activity events for employees and their families in all major U.S. geographies where our employees reside (CA, CT, FL, and NY)	In 2013, 13 events were held for employees and their families across the United States.	✓
By 2013, provide financial incentives to employees and their families for at least three specified “healthy” results through Disney’s results-based Wellness Rewards Program	After careful consideration and because we felt there were better programs for our employees, we chose not to expand the number of financial incentives to include three “healthy” results in 2013; instead we exceeded the intended outcome of this target by increasing financial incentives for two “healthy” results, which research demonstrated was a more effective approach.	⊗






Responsible Supply Chain

By 2014, increase visibility into facilities producing Disney-branded products in high-risk countries by 50%, and achieve 100% visibility by 2018	In 2013, we improved our visibility rate into the labor standards of facilities in high-risk countries to 59%.	⦿
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Target	Summary	Status
By 2014, achieve 85% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses, and achieve 100% visibility by 2017	In 2013, we achieved 72% visibility into the labor standards of facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses.	
By 2013, implement an enhanced global training and education program for key internal stakeholders focused on better understanding and implementation of our International Labor Standards program requirements	In 2013, we updated and published our International Labor Standards (ILS) Program Manual (available in 13 languages) and conducted numerous global training sessions for Disney employees around the world.	
By 2013, increase financial and other support for independent programs and initiatives addressing core labor issues within our supply chain	Disney provided an additional \$2.5 million in grants in 2013 to three organizations to continue developing projects that address systemic labor challenges.	
By 2013, continue to work with our vendors, suppliers, and licensees to evaluate the chemicals and substances in Disney-branded products	In 2013, we continued to refine our approach for evaluating the chemicals and substances in Disney-branded products, which resulted in the statement issued on our website outlining our management approach.	
By 2015, validate all licensees' compliance with internationally recognized food safety and quality standards consistent with Disney	We continue to validate licensee compliance with safety and quality standards.	
By 2014, demonstrate continued improvement in environmental performance for strategic suppliers in plush, apparel, accessories, and toys	We saw improved performance between 2011 and 2012 and will conduct the ERI survey again in 2014.	
By 2013, design and develop a prioritized paper tracking and verification process and system for Phase 1 that includes (1) annual supplier source origin surveys, (2) annual random audits, (3) annual random fiber tests, and (4) verification of the sources of supplies from high-risk areas	In 2013, we focused on the design of a paper tracking and verification process and system but were not able to complete development.	

**KEY**  Completed  On Track  Getting Started  Did Not Achieve

Target	Summary	Status
By 2014, implement the paper tracking and verification process and system for Phase 1 to support the continued reduction of unwanted sources and prioritizing reduction from high-risk regions	We plan to begin implementation of the new process and database by surveying suppliers that provide the most significant amount of paper or paper-based products or packaging.	
By 2015, begin reporting paper use and sources for Phase 1 in order to inform and set new quantifiable targets in 2016 for eliminating unwanted sources and maximizing recycled content and wood fiber sourced from forestry operations certified by the Forest Stewardship Council or an equivalent forest certification scheme	This work will start once we receive the supplier survey results.	
By 2013, incorporate paper policy principles into the design of paper products and product packaging	To help meet the principles of <i>Disney's Paper Sourcing &amp; Use Policy</i> , the company developed the <i>Paper Product Design Guide</i> for internal product and packaging designers.	
By 2013, in collaboration with strategic suppliers and licensees, conduct a pilot study of a tracking and verification process that includes (1) annual supplier source origin surveys for paper products and (2) annual random fiber tests. If fiber from unwanted sources is found as a result of the pilot study, coordinate with suppliers and/or licensees to identify how the fiber entered the supply chain and to determine feasible steps to eliminate it	In 2013, we conducted an Audit Pilot on a sampling of suppliers to prepare and test the verification procedures that will be performed on a large scale beginning in 2014.	
By 2013, for paper we directly specify, begin requesting recycled and FSC-certified paper and paper products processed without chlorine or chlorine compounds and select these whenever they are available at a reasonable cost and quality	We created tools to help business partners specify recycled and FSC-certified paper products processed without chlorine or chlorine compounds.	

Data Table

Fiscal Year <sup>1</sup>	2011	2012	2013
Environmental Stewardship			
Direct Emissions (metric tons CO <sub>2</sub> eq) <sup>2</sup>	710,459	870,371	915,764
Retired Carbon Credits (metrics tons of CO <sub>2</sub> eq) <sup>3</sup>	–	435,186	457,882
Net Direct Emissions	710,459	435,185	457,882
Electricity (million kilowatt hours) <sup>4</sup>	1,831	1,787	1,772
Total Waste Generated (tons) <sup>5</sup>	304,916	314,551	308,000
Waste Sent to Landfill (tons) <sup>6</sup>	133,886	146,504	133,925
Total Waste Diverted From Landfill (tons) <sup>7</sup>	171,030	168,047	174,075
Disney Worldwide Conservation Fund Contributions (millions) <sup>8</sup>	\$2.78	\$4.32	\$7.32
Strategic Philanthropy			
Corporate Giving (cash, millions US\$) <sup>9</sup>	\$42.9	\$56.5	\$79.2
Corporate Giving (product donations, millions US\$) <sup>10</sup>	\$104.1	\$181.6	\$190.2
Corporate Giving (in-kind support, millions US\$) <sup>11</sup>	\$101.5	\$54.1	\$100.1
VoluntEARS Hours	564,000	586,000	667,000
Respectful Workplaces			
Global Employees <sup>12</sup>	141,260	150,158	159,401
Minority Percentage (U.S. employees) <sup>13</sup>	39%	39%	40%
Minority Percentage (management, U.S.) <sup>13</sup>	21%	23%	23%
Female Percentage (global employees) <sup>13</sup>	52%	51%	52%
Female Percentage (management, global) <sup>13</sup>	44%	44%	44%
Total Direct Spend With Minority and Women-Owned Business Enterprises (millions, US\$) <sup>14</sup>	\$415.4	\$510.3	\$349.2
Global Training Hours <sup>15</sup>	3,665,756	4,574,863	4,675,536
Number of Trainings Taken	1,863,859	1,826,849	1,958,201

Fiscal Year <sup>1</sup>	2011	2012	2013
Responsible Supply Chain: ILS Facility Coverage <sup>16</sup>			
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year <sup>17-19</sup>	25,900	27,500	29,400
High-Risk <sup>20</sup> Countries Visibility	N/A	41% <sup>21</sup>	59%
Vertical Business <sup>22</sup> Visibility	N/A	66%	72%
Responsible Supply Chain: ILS Code of Conduct Findings <sup>23,24</sup>			
Child Labor	2%	2%	1%
Involuntary Labor	4%	4%	4%
Coercion and Harassment <sup>25</sup>	<1%	0%	0%
Nondiscrimination	2%	2%	2%
Association	2%	1%	1%
Health and Safety: Factory	81%	85%	89%
Health and Safety: Dormitory	18%	21%	22%
Compensation: Minimum Wage	35%	35%	35%
Compensation: Overtime Wage	41%	41%	40%
Compensation: Overtime Hours	62%	60%	65%
Compensation: Social Benefits	51%	55%	55%
Other Compensation	21%	21%	22%
Protection of the Environment	35%	41%	44%
Other Laws	35%	35%	37%
Subcontracting	17%	19%	21%
Monitoring and Compliance <sup>26</sup>	39%	39%	37%
Publication	12%	12%	11%
Live Healthier: Health and Nutrition			
Percentage of Disney-licensed food sales dedicated to everyday foods that meet our nutrition guidelines, North America	Meets 85% Goal	Meets 85% Goal	Meets 85% Goal
Percentage of Disney-licensed food sales dedicated to everyday foods that meet our nutrition guidelines, global	66%	70%	74%



Data Table Footnotes

<sup>1</sup> Disney’s fiscal year begins in October and ends in September.

<sup>2</sup> Data for previous years have been revised since the 2012 Corporate Citizenship Data Update to reflect corrections made as a result of internal reviews. Data in 2006 are for calendar year. Starting in 2007, data are for fiscal year.

<sup>3</sup> To adjust for 2012 data revisions, an additional 1509 metrics tons of CO2e was retired in 2013.

<sup>4</sup> Electricity data represent consumption of purchased electricity and purchased chilled water in those assets existing as of 2006 baseline per the electricity target. Electricity consumption in assets added during 2011, 2012, and 2013 were 94.1, 145, and 209.1 million kilowatt hours, respectively. Electricity consumption in leased offices is not included in these totals, as Disney does not control the management of these spaces. Estimated electricity consumption in leased offices, based on a multiple of square feet occupied and a generic factor, was 132 million kilowatt hours in 2006 and 79 million kilowatt hours in 2013. Data for previous years have been revised since the 2012 Corporate Citizenship Report to reflect corrections made as a result of internal reviews. Data in 2006 are for calendar year. Starting in 2007, data are for fiscal year.

<sup>5</sup> Waste data for all Parks and Resorts do not include tonnage from hazardous waste disposal or property control and excludes Tokyo Disneyland Resort. Data for previous years have been revised since the 2012 Corporate Citizenship Data Update to reflect corrections made as a result of internal reviews.

<sup>6</sup> Data for previous years have been revised since the publication of the 2012 Corporate Citizenship Performance Summary to reflect corrections made as a result of internal reviews.

<sup>7</sup> Diverted materials include recycling, donations, and waste-to-energy incineration.

<sup>8</sup> The Disney Worldwide Conservation Fund is not a charitable organization and donations are not deductible as charitable contributions for U.S. tax purposes.

<sup>9</sup> Corporate cash giving includes corporate contributions made by the Disney Worldwide Conservation Fund.

<sup>10</sup> Product donations include fair market and actual values for tangible items such as merchandise, theme park tickets, food, and other products.

<sup>11</sup> In-kind support refers to estimated values of public service airtime (PSAs), character/talent appearances, and other in-kind support. Due to differences in distribution, viewership, programming, availabilities, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor value across a daypart rotation. For these reasons, we do not use a single method to value PSAs.

<sup>12</sup> Employee statistics reflect our employment base at the end of each fiscal year. Management includes manager level and above.

<sup>13</sup> Diversity numbers include all employees in our SAP system. Of note, this excludes Pixar and Disneyland Paris employees and includes casuals paid within the last 60 days but excludes daily hires and contract workers. For training-related questions, the numbers represent all employees in Disney Development Connection and exclude Pixar, Marvel, Disneyland Paris, and contract workers.

<sup>14</sup> In previous reports, direct spend with minority and women owned businesses included activity validated by miscellaneous local government offices or through independent research. In 2013 the report was modified to include only those minority and women owned,

controlled and operated businesses certified by the third party agencies National Minority Supplier Development Council (NMSDC) or Women’s Business Enterprise National Council (WBENC).

<sup>15</sup> Participants could attend more than one training. Training includes online courses, classes, and on-the-job training.

<sup>16</sup> We use the term “visibility” to refer to our knowledge of working conditions at each facility within the extended supply chain for Disney-branded products. “Visibility” is a measure of the number of unique facilities for which we have qualified audits or assessments compared with our total authorized facility base. (For more information see page: 77 of this report). Visibility measurements include audits where facilities deny Disney access into their premises or to their workers, either in whole or in part. Because our Code of Conduct includes a clause requiring manufacturers to authorize Disney and its designated agents (including third parties) to engage in monitoring activities to confirm compliance with the Code of Conduct (including unannounced on-site inspections of manufacturing facilities and employer-provided housing, reviews of books and records relating to employment matters, and private interviews with employees), this lack of access is included in the visibility results.

<sup>17</sup> Data include facilities active at any point during the fiscal year. Data are rounded to the nearest hundred.

<sup>18</sup> Audit coverage means the number of audits conducted by Disney or our business partners relative to the total number of active facilities in the fiscal year.

<sup>19</sup> Starting in 2012, we no longer report audit coverage as our goals have changed. We are now reporting on visibility in high-risk countries and in our vertical business. We did not publish data on visibility in 2010 or 2011.

<sup>20</sup> Country risk level reflects analysis by Disney based on prior experience operating in countries and supplemented with external data and reports.

<sup>21</sup> These data are calculated by dividing the total number of facilities in high-risk countries for which we have received a qualified audit during the prior 12-month period by the total number of facilities in high-risk countries.

<sup>22</sup> Our vertical business encompasses Disney-branded products that are used internally and sold in our Parks and Resorts and Disney Stores.

<sup>23</sup> The ILS Program works toward ongoing and sustainable improvement in working conditions at the facilities producing Disney-branded product, and it is our expectation that facilities work to improve labor conditions over time. Many of the Code of Conduct violations reported below must be corrected or remediated within the time periods and in the manner established by the ILS Program as a condition of continued use of the Facility following their identification during initial audits. Because of the nature of our licensing business, facilities are changing constantly, and in 2013, approximately 20% of our total facilities were new producers of Disney-branded product. Because ours is a constantly fluctuating supply chain, our influence and ability to effect change and implement improvements year over year is limited to those facilities with which we have a long-term relationship.

<sup>24</sup> Percentages reflect the number of facility assessments that include findings on each Code of Conduct category.

<sup>25</sup> This category included Nondiscrimination and Association in 2009; these have been standalone categories since 2010 and are tracked accordingly.

<sup>26</sup> This category included Publication in 2009; this has been a standalone category since 2010 and is tracked accordingly.



Disneyland Resort was recognized with California’s highest and most prestigious environmental honor for water conservation efforts used in the World of Color attraction.







# Promote the Happiness and Well-Being of Kids and Families

At Disney, kids and families are at the heart of everything we do. We believe we have a unique opportunity to inspire kids and families everywhere to join us in taking action and caring for the world we share.

We have identified four areas in which we have the greatest opportunity to promote the happiness and well-being of kids and families:

Live Healthier	Strengthen Communities	Conserve Nature	Think Creatively
Make healthier living fun and accessible	Bring hope, happiness, and comfort to kids and families	Connect kids with nature to build lifelong conservation values	Nurture creative thinking skills to inspire kids to create the future they imagine
p. 33	p. 37	p. 43	p. 47

Through local community events, Disney is inspiring healthy lifestyles for kids and families.







Disney continues to add nutritious food and beverages in our Parks and Resorts, making healthier options easily accessible for families while on vacation.



## Live Healthier

At Disney, we are committed to creating healthier generations. We believe that inspiring healthier lifestyles today will create a brighter tomorrow.

Disney partners with parents in their quests to raise healthy, happy kids, and we recognize our unique ability to help parents and kids make positive lifestyle choices. As a company that serves millions of meals each year in our Parks and Resorts, licenses food products bearing the likenesses of our characters, and broadcasts popular family entertainment all over the world, we believe we can have a meaningful impact in this area. We can make healthier choices simple and more fun.

In 2006, Disney became the first major media company to establish nutrition guidelines to associate our brands and characters with more nutritionally balanced foods. Six years later, we took another important step, becoming the first major media company to set industry-leading food advertising standards in the United States. At that time, we also introduced the [Mickey Check](#), a tool that makes it easier to identify nutritious choices online, at retail, and at our domestic Parks and Resorts.

Disney's unique talent is in defining the intersection between health and fun. Beyond offering healthier food options and defining new food advertising standards for kids, Disney also inspires positive lifestyle choices through our entertaining content and experiences.

From positive messages woven into our kids' programming to dedicated healthy lifestyle interstitials, we find creative ways to make nutritious eating and physical activity more fun. A great example of this is the company's

[TRYit campaign](#). With the help of compelling storytelling, beloved characters, and star talent, this campaign invites kids and families to TRY nutritious foods, fun moves, and simple ways to be their best. From on-air content to digital tools and local events, the TRYit campaign offers a variety of ways for families to participate.

Disney's healthy living efforts also include philanthropic investments that support organizations focused on improving access to nutritious foods and active play. As part of these efforts, the company is proud to have sponsored playground builds, fruit and vegetable programs, and innovative school recess programs across the U.S.

Creating healthier generations does not happen overnight. While we are encouraged by the progress we have made, we are committed more than ever to doing even more in the future to help create healthier generations.



Disney's TRYit campaign encourages kids to try new foods and fun moves.



Target

By 2015, all Disney-controlled advertising on U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children will be with food and beverages that comply with the nutrition guidelines

In 2012, Disney became the first major media company to set a new standard for food and beverage advertising to kids in the United States. Disney kid-oriented media platforms alone reach almost 100 million U.S. households, presenting a significant opportunity to make a positive impact on the type of food marketing children view every day. Disney’s kid-focused media platforms include Disney Channel, Disney XD, Disney Junior, Radio Disney, and ABC’s owned-and-operated stations’ Saturday morning kids’ programming.

In 2013, Disney introduced the [nutrition guidelines](#) to its existing advertisers and worked with them to help identify products that meet the guidelines or that could be promising candidates for reformulation. Disney also began seeking new advertisers to feature a more nutritionally balanced range of foods and compensate for the loss of food and beverage advertising that is no longer eligible. **Disney’s ad sales teams embraced this commitment and were able to shift the portfolio of food and beverages advertised so that 56% of all Disney-controlled food and beverage advertising on the U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children in 2013 was compliant with the nutrition guidelines.**

Status



On Track

Along with our efforts to balance the portfolio, Disney Consumer Products strives to demonstrate leadership by actively pursuing products that include fruits and vegetables and make them more appealing to kids. To this end, in 2013 our North American licensing business provided over 542 million servings of fruits and vegetables to kids and families through a broad network of retail and wholesale partners.

Fiscal Year	2011	2012	2013
Percentage of Disney-licensed food sales dedicated to everyday foods that meet our nutrition guidelines, North America	Meets 85% Goal	Meets 85% Goal	Meets 85% Goal
Percentage of Disney-licensed food sales dedicated to everyday foods that meet our nutrition guidelines, global	66%	70%	74%

Target

By 2020, increase the percentage of globally licensed wholesale food sales dedicated to everyday foods that meet our global nutrition guidelines from 66% to 85%, and continue to meet our 85% target in North America

Disney licenses its brands and characters on a range of food products available to consumers in retail stores worldwide. We make an effort to work with licensees who offer a portfolio of food that kids enjoy and parents feel good about serving. Further, we aim to prioritize and promote wholesome foods such as fruits, vegetables, low-fat dairy, whole grain, and lean proteins that contribute to a healthful diet. In 2006, we set a long-term goal of balancing our licensed food portfolio so that 85% of it would meet our nutrition guidelines. The balance of our licensed food portfolio allows for special occasion items such as birthday cakes, confectionery products, and other celebratory treats.

**In North America during 2013, we continued to meet our target of having 85% of wholesale food sales consist of everyday foods that meet our nutrition guidelines. Globally, we made progress toward our 2020 target. In 2013, 74% of globally licensed wholesale foods sales—up from 70% in the previous year—consisted of everyday foods that meet our global nutrition guidelines.**

Status



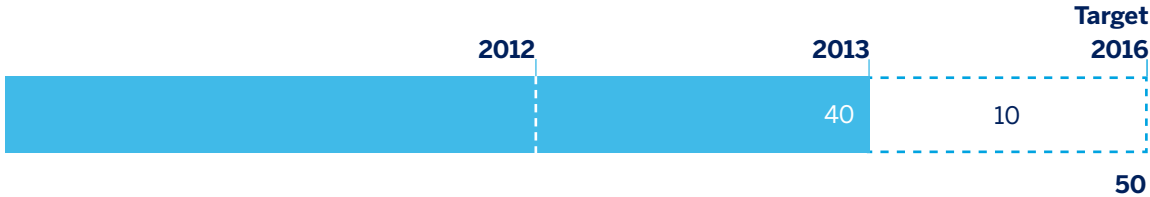
On Track



On Track

By 2016, support the creation of 50 play spaces for kids

**In 2013, Disney supported the creation of 11 new playground projects and provided grants for 7 Imagination Playgrounds (a mobile kit of foam objects suitable for a variety of indoor and outdoor spaces). This increases our total, since 2012, to 23 new playgrounds and 17 Imagination Playgrounds, for a total of 40 play spaces.** Playgrounds were built across the U.S., including in Breezy Point, NY, to support rebuilding efforts after Hurricane Sandy and in Los Angeles, CA, at Para Los Ninos, who provide programming to promote self-sufficiency and social well-being for children and families. The playground projects for 2013 brought the joy of play to over 21,900 kids. In addition, Disney VoluntEARS helped build the playgrounds in collaboration with volunteers in local communities.







Disney VolunteARS help build KaBOOM! playgrounds around the United States.



## Strengthen Communities

At Disney, we are committed to strengthening communities by providing hope, happiness, and comfort to kids and families who need it most. We do this through contributions, collaborations with local organizations, in-kind gifts, and sheer people power. Many of these efforts consist of activities that only Disney can do, like using our characters to teach kids and families about the importance of disaster preparedness, delivering special care packages to kids in hospitals, or granting Disney Wishes to children with life-threatening illnesses.

Making dreams come true is something our [Disney VolunteARS](#) have been doing for many years. In 2013, we celebrated the 30<sup>th</sup> anniversary of our popular Disney VolunteARS program. Thanks to the efforts of our employees and their families, we have brought lasting, positive change around the world. As part of this program, we recently piloted a skills-based volunteer initiative to help match the skills of our employees with the specific needs of nonprofit organizations. Skills-based volunteerism is another innovative way that Disney leverages our unique resources to build nonprofit capacity and strengthen communities.

Our efforts to strengthen communities happen in a variety of ways. [Disney Friends for Change](#), for example, is our global initiative that inspires kids and families to take action and make a difference in their communities. Our book donation program to provide new books to children in need is another great example of our commitment to strengthening communities. And so is our companywide [Heroes Work Here](#) initiative. Supporting U.S. Armed Forces and their families has long been a Disney tradition, and Disney Heroes Work Here continues our proud legacy of hiring, training, and supporting veterans and their families.

These are just a few examples of how we engage in a wide range of uplifting activities across Disney and around the world. We believe that small individual actions can have a large collective impact that transforms communities.



The Disney VolunteARS program celebrated its 30<sup>th</sup> anniversary with service projects around the world.



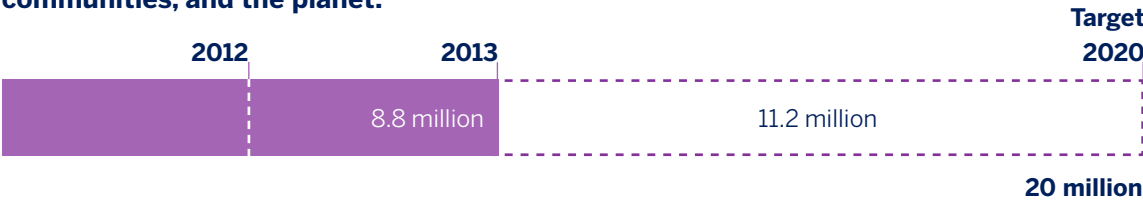
Target

By 2020, provide opportunities for kids and families to take 20 million actions that help people, communities, and the planet

In 2013, Disney Friends for Change inspired more than 1 million kids and families to take small actions in their own lives that add up to big change, from online pledges to protect the planet and stop bullying in schools to programs supporting youth leadership development. Through annual Disney Friends for Change Grants, more than 11,000 youth took part in organizing projects to improve local communities and impact more than 16,000 individuals in the U.S. and Latin America. Back-to-school programs helped to distribute donations of more than 40,000 supply kits to Boys & Girls Clubs of America, while ongoing sponsorship of Points of Light Foundation’s Family Volunteer Day galvanized kids and families to organize volunteer projects supporting more than 45,000 individuals in a single day.

Through Club Penguin’s Coins For Change, over 3.4 million individual people played online games and donated virtual coins to help real-world projects and charities around the globe. Because of this support, ten projects will share a \$1M donation that will provide medical help, build safe places, and protect the planet. Through the Club Penguin Think We! speaking tour, over 10,000 children were given tools and inspired to take action to make a difference. Through the Club Penguin Think We! matching gift program, over 45,000 children had their fundraising matched for Free The Children’s Adopt a Village program.

In total, these efforts accounted for over 4.5 million actions taken in 2013 to help people, communities, and the planet. And cumulatively, since 2012, we have provided kids and families the opportunities to take over 8.8 million actions<sup>3</sup> to help people, communities, and the planet.



Target

By 2020, contribute more than 5 million hours of employee community service through the Disney VoluntEARS program

In 2013, Disney VoluntEARS gave over 667,000 hours of service to nonprofit organizations in communities around the world. Since 2012, this brings our total to more than 1.2 million hours and puts us on track to meet our 2020 target.

In 2013, Disney VoluntEARS gave 81,000 more hours than in 2012. This increase is primarily due to the promotion of the 30<sup>th</sup> anniversary of our signature employee Disney VoluntEARS

Status



On Track

Target

program that inspired VoluntEARS from over 80 locations around the world. To celebrate this milestone, Disney employees volunteered in a variety of ways throughout May by building playgrounds, distributing books to military and veteran families, and participating in clean-up events such as the one at the Great Wall of China with The Nature Conservancy (click [here](#) for more information and photos). As part of the continued evolution of the Disney VoluntEARS program, we piloted a skills-based Disney VoluntEARS program benefiting Boys & Girls Clubs in Los Angeles. Through this initiative, Disney VoluntEARS worked on numerous projects, including website development, finance and accounting, a marketing strategy plan, and the creation of a brochure.

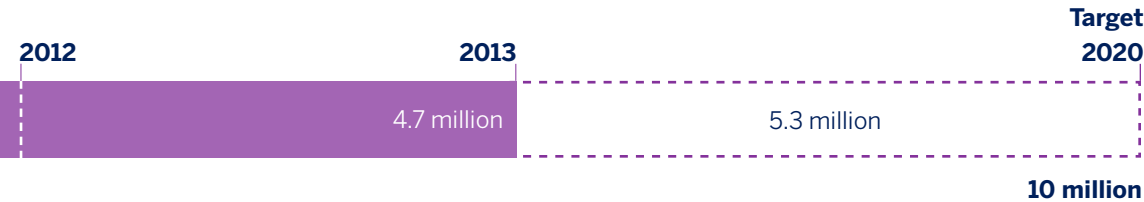


Target

By 2020, positively impact the lives of 10 million children and families in need

In 2013, Disney positively impacted the lives of more than 4 million kids and families through hospital visits, military and veteran family support, disaster preparedness and relief efforts, wish granting, and other community-related programs. For example, the “May the Fourth Be With You” event, supporting the launch of *The Rebels*, with Lucasfilm, included hospital visits by Disney XD and Disney Channel talent with patients and families. Additionally, The Walt Disney Company, ESPN, and Special Olympics [announced](#) a two-year global initiative that will leverage the power of sports to promote an environment of social inclusion and acceptance by uniting people with and without intellectual disabilities through the Special Olympics Unified Sports program.

Since we launched this target in 2012, we have positively impacted 4.7 million children and families in need. The 2013 number represents a significant increase from that reported in 2012 for two primary reasons. First, 2013 was the 30<sup>th</sup> anniversary of our signature employee VoluntEARS program, which we celebrated through volunteer events positively impacting kids and families throughout the year and around the globe. Second, we improved our data collection process this past year, which allows us to more fully reflect our total impact.



On Track

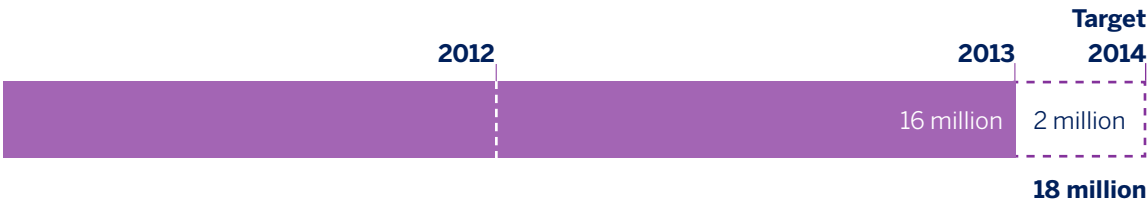
<sup>3</sup> Due to recalculation, we have restated the reported number of actions taken in 2012 from 4.6 million to 4.3 million.



Target

By 2014, donate 18 million books to organizations that provide new books to children in need

Disney has a long tradition of storytelling. To this end, Disney joined forces with key nonprofit organizations with the goal of sharing the gift of storytelling with the next generation of readers and storytellers. For example, Disney | ABC Television Group launched the “Disney XD & Marvel Literacy & Storytelling Campaign,” delivering books and sharing the power of storytelling across the country. **In 2013, we donated over 8 million books to nonprofit organizations through First Book. This brings our total to more than 16 million books donated since 2012.** These donations help provide books to children who otherwise may have had little or no access to new books.



Target

By 2014, set a baseline for the percentage of employees who volunteer at least one hour of service annually in the VoluntEARS program

We currently track volunteer total hours rather than the number of employees who have volunteered. Collecting this new data requires the development and implementation of a new global volunteer tracking system. Rather than continuing to publish incremental information on the status of this project, in 2013 we decided to remove this target. Going forward, we will continue to explore different ways to measure the impact and efficacy of our VoluntEARS program and will report on our progress in future Performance Summaries.

Status



On Track

Status



Did Not Achieve



Disney has worked with the American Red Cross to help kids and families plan and prepare for the unexpected.





## Conserve Nature

At The Walt Disney Company, we believe that conservation and caring for the planet are more than just good ideas. They are core to who we are and who we have been since the company's earliest days. [Walt Disney himself](#) planted the first seeds of Disney's commitment to nature more than 60 years ago.

We conserve nature not only by using our resources wisely and reducing our impact as we operate our business, but also by protecting wildlife and wild places, and by connecting kids and families to nature to develop lifelong conservation values.

Leading by example, Disney team members care for animals and lead health, science, education, and conservation programs at locations such as [Disney's Animal Kingdom](#) and [The Seas at Epcot](#). Since 1995, the Disney Worldwide Conservation Fund (DWCF) has been working to protect the planet for future generations and to support the study of threatened species, the protection of critical ecosystems, and the development of community conservation and education programs in 112 countries worldwide. As an indication of this program's impact, we celebrated our 1,000<sup>th</sup> DWCF grant in 2013.

We know that conserving nature begins with spending time in nature. Therefore, we are committed to connecting kids and families to nature in a variety of ways to help nurture the development of the future stewards of the planet. Research has shown that this connection to nature contributes, not only to the conservation of our planet, but also to the happiness and well-being of our children.

We make this connection between kids and nature by providing a variety of immersive experiences at our Parks and Resorts, as well as through our DisneyNature films, that help kids discover, appreciate, and learn about the importance of protecting nature. Through our DWCF grants, we work with nonprofit organizations to create experiences for kids in nature, provide tools and resources to remove the barriers to spending time in nature, and raise awareness of the benefits of time spent in nature.

It's our hope that through our actions we will inspire others to be enthusiastic environmental stewards, ensuring the health of our planet and the happiness and well-being of our children for generations to come.

*For more information about our efforts to minimize our impact on the environment, see [Environmental Stewardship](#) on our citizenship website.*



Education cast members at Disney's Animal Kingdom help families discover the wonder of nature.

The Disney Worldwide Conservation Fund works to protect wildlife and precious ecosystems around the world.





Target

Between 2009 and 2013, annually increase the level of support to nonprofit organizations from the Disney Worldwide Conservation Fund

Founded on Earth Day in 1995, the [Disney Worldwide Conservation Fund \(DWCF\)](#) provides financial support for the study of wildlife, the protection of habitats, and the development of community conservation and education programs in critical ecosystems around the world. The DWCF also provides special grants that help kids get hands-on conservation experience by connecting them to nature through exploration and discovery.

**In 2013, the Disney Worldwide Conservation Fund distributed a total of \$7.3 million through its various programs, a 69% increase over the amount granted the previous year.** Funds for the DWCF come from a combination of Disney direct contributions, guest contributions made at select Walt Disney Parks and Resorts (WDP&R), a percentage of the proceeds from select WDP&R merchandise and guest programs, and contributions related to special initiatives like the [Disneynature film campaigns](#).

In 2013, DWCF celebrated its 1,000<sup>th</sup> conservation grant since its founding. To date, through our [annual conservation grant program](#), Disney has supported initiatives in 112 countries. The Fund also recognized 14 Disney Conservation Heroes this year, celebrating individuals and communities working tirelessly to protect endangered wildlife and habitats.

This year, DWCF collected contributions from songs produced in conjunction with Disney Friends for Change to support the DWCF Rapid Response Fund, which helped address animal and wildlife emergencies resulting from disasters such as Hurricane Sandy and the wildlife trade threatening elephants in Kenya and beyond.

Target

By 2015, connect 35 million kids and families with nature experiences

The momentum continues as we create opportunities for kids and families to connect with the wonder of nature across the company and through philanthropic support to nonprofit organizations. **For 2013, we connected kids and families to 12.9 million specific interactions with nature experiences. Approximately 9.1 million of these interactions came from nature experiences at our Parks and Resorts (i.e., Castaway Cay and Disney Vacation Club Resorts) and the other 3.8 million came from kids and nature grants. This brings us to a total of 25.4 million experiences since 2012, putting us over 70% of the way toward our goal.**

Status



Completed

Target

We believe experiences with nature have the potential to spark a lifelong interest in conservation. Every day, we provide immersive experiences that connect kids and families with nature throughout our Parks and Resorts. Our “Animals, Science and Environment” cast members track each conservation interaction they deliver through our numerous educational programs and experiences. From savanna tours on Kilimanjaro Safari to one-on-one interactions with marine life, the magic of nature comes to life at Disney’s Animal Kingdom Theme Park and The Seas at Epcot.

We also facilitate great nature experiences at Castaway Cay (Disney Cruise Line’s private island) and at our Aulani and Vero Beach Disney Vacation Club Resorts. At [Vero Beach](#), for example, guests can join a conservation biologist to inventory and report on sea turtle nests. And at Castaway Cay, our marine science experts provide guests with the opportunity to witness live [stingrays](#) in their natural environment. These experiences helped us connect 9.1 million kids and families with nature in 2013.

In addition, we provide philanthropic support to nonprofit organizations that are implementing the most effective strategies for connecting kids and families with nature experiences around the world. In 2013, we continued to expand our investment with key organizations through grants from the Disney Worldwide Conservation Fund.

For example, Disney’s grant to the National Park Foundation’s [Ticket to Ride](#) program covered the transportation costs for thousands of kids to experience our national parks through educational programs with Park Rangers. We were also excited to help expand the National Wildlife Federation’s Hike & Seek events around the United States. These events bring families together in nature through a hike combined with a fun scavenger hunt. Our kids and nature grants played a critical role in helping connect 3.8 million kids and families with nature in 2013.







Disney sponsored the World Maker Faire New York, where thousands of attendees celebrated creativity, ingenuity, and innovation.



## Think Creatively

Creativity is the heart and soul of Disney. From our earliest days, we've believed that if you can dream it, you can do it. As Walt Disney himself said, "It's kind of fun to do the impossible." We couldn't agree more. Creativity is who we are and what we do.

Every day, we work with organizations all over the world to bring the art of imagination, storytelling, and play to kids and families through afterschool creativity grants, book donations, and play spaces that help foster out-of-the-box thinking. For example, in 2013 we:

- Funded a six-week creativity learning program for middle school kids designed to reverse summer learning loss that was piloted at Boys & Girls Clubs and reached 4,500 kids in the U.S.
- Helped 21,000 kids develop creative problem-solving and conflict-resolution skills through our support of innovative play programs in 37 low-income schools with Playworks.
- Provided grants and worked with kids, families, and teachers from 40 elementary schools across the U.S. to produce musicals in their communities to support multidisciplinary learning.
- Mentored underserved kids to develop their voice and talents to tell their own story artistically through our support of the Young Storytellers Foundation.

The entertainment we create at Disney also provides an opportunity to support creativity and imagination. Through our innovative consumer products, theme park experiences, movies, and television programs, we make creative thinking fun. We are uniquely positioned to inspire generations of young people to positively impact the communities where they live.

In today's increasingly complex world, the skills they will need to imagine solutions to the challenges we face will only become more important. At Disney, we're thrilled to play a role in supporting the development of the skills these young people will need to thrive and create the future they imagine.

Our efforts to nurture creative thinking skills have just begun. We are building upon the lessons learned from the pilot creativity grants we described in our [2012 Performance Summary](#), and plan to create new targets related to creativity during fiscal year 2014.





# Act Responsibly

Acting responsibly is an integral part of our brand. It strengthens the connection we have with consumers, makes Disney a more desirable place to work, and helps us attract the very best and brightest to join our global cast. It builds goodwill in the communities in which we operate. All of these things contribute to The Walt Disney Company’s continued growth and success.

Our commitment to conduct our business and create our products in an ethical manner focuses on six areas:

Ethical Conduct	Responsible Content	Environmental Stewardship
Conduct business with honesty, integrity, and in compliance with the law everywhere we operate	Create and market responsible, high-quality products and content	Use resources wisely and protect the planet as we operate and grow our business
p. 50	p. 53	p. 59

Civic Engagement	Respectful Workplaces	Responsible Supply Chain
Create lasting, positive change in the communities in which we live, work, and play	Foster safe, respectful, and inclusive workplaces wherever we do business	Support the ethical production of Disney-branded merchandise through programs focused on safety, labor, and the environment
p. 68	p. 70	p. 76

Disney’s iconic characters, such as Disney Junior’s Doc McStuffins, offer a unique platform from which Disney can help make nutritious eating and physical activity more fun.





# Ethical Conduct

At Disney, we believe that acting in an ethical manner is core to being a good corporate citizen. If we don't act in accordance with the stories we tell, the experiences we offer, and the images we project, we lose our authenticity. To that end, we inform our employees about the need to act with integrity and in a manner that is consistent with Disney's standards. Additionally, we search to create opportunities that will leverage the intelligence, integrity, and passion of our workforce toward achieving our greater citizenship goals.

**Our goals for ethical conduct are:**

- Commit to governance policies and practices that promote the thoughtful and independent representation of shareholder interests
- Disclose relevant citizenship information in a timely manner
- Encourage employees to act with integrity and in a manner that is consistent with Disney's Standards of Business Conduct
- Integrate citizenship into the day-to-day decision making of leadership
- Integrate citizenship into the conduct of Disney employees



Acting responsibly is an integral part of our brand.

Goal

**Commit to governance policies and practices that promote the thoughtful and independent representation of shareholder interests**

The Walt Disney Company believes good Board governance is integral to achieving long-term shareholder value. In pursuit of this commitment, our Corporate Governance Guidelines have established the policy that a substantial majority of directors be independent of Disney and of Disney's management. The guidelines also establish independence standards that meet, and in some cases exceed, the listing standards of the New York Stock Exchange. Currently, nine of the ten members of Disney's Board of Directors have been determined by the Board to be independent pursuant to these standards. The guidelines also encourage Board membership that reflects the diversity of our shareholders, employees, customers, guests, and communities.

For more information, see our [Corporate Governance Guidelines](#).

Goal

**Disclose relevant citizenship information in a timely manner**

We are committed to public reporting relating to citizenship, with ongoing updates to data and programs. Our annual Performance Summary, update of citizenship-related data, and reporting through our [citizenship website](#) and social media illustrate our commitment to this goal.

For access to past citizenship reports, see the [report archive](#) on our citizenship website. Additional citizenship information can be found on our [website](#), [blog](#), and [twitter account](#).

Goal

**Encourage employees to act with integrity and in a manner that is consistent with the values and standards Disney set forth in the Standards of Business Conduct**

The connection we share with people around the world through the content, entertainment, and experiences we offer is a privilege, one we must never take for granted. We recognize that our continued success depends upon a commitment to conduct business with honesty, integrity, and in compliance with the law everywhere we operate. Our Standards of Business Conduct are a reflection of that commitment and provide cast members, employees, and anyone associated with representing Disney with the information they need to do the right thing on the job and preserve the reputation we have earned as an ethical company.

For more information, read our [Standards of Business Conduct](#).



Goal

Integrate citizenship into the day-to-day decision making of leadership

Our executives and business unit leaders are committed to embedding citizenship into their decisions. For example, we have incorporated environmental considerations into our capital authorization request (CAR) process for projects that exceed a certain financial threshold. Our Disney Citizenship Council includes executives who represent each of our business units and critical corporate functions such as brand management, public policy, and human resources. The Council's objectives are to align Disney around common citizenship priorities and leverage resources across the enterprise. Disney's Board of Directors periodically receives reports on corporate citizenship activities and performance. Additionally, the Audit Committee of the Board regularly receives reports on Disney's International Labor Standards Program. Also, employees throughout Disney share their professional and personal time to guide our citizenship activities. Many employees participate in working groups on key issues or serve on Green Teams and Disney VoluntEARS Leadership Councils.

For more information, see the [Corporate Governance](#) section of our website.

Goal

Integrate citizenship into the conduct of Disney employees

Disney remains committed to sharing our citizenship story with employees from the moment they join us and throughout their tenure with the company. Our largest employee orientation, Disney Traditions at Walt Disney Parks and Resorts (WDP&R), reaches the majority of new hires and includes citizenship information as part of its onboarding process.

In 2013, we also updated the citizenship information in Disney's enterprise orientation to provide a more comprehensive experience. This included developing more engaging content (e.g., videos, PDFs loaded on iPads, etc.) about Disney's commitment to citizenship and more effective communications about ways for our employees to participate in programs such as Disney VoluntEARS, the Disney Green Team, Matching Gifts, and Commuter Assistance.

This past year, we created a website where our citizenship information and interactive experiences are available for sharing with orientation sites across the company. This helps streamline our citizenship messaging and brings relevant, engaging content to all of our employees throughout the company and around the world.

For more examples, see [Employee Engagement](#) and the [Disney Post](#) on our website.

# Responsible Content

Across our diverse theme parks, films, networks, and other entertainment properties, we create and market responsible, high-quality products and entertainment experiences. From unparalleled theme parks where safety is a core value, to consumer products that families can feel comfortable bringing into their homes, to content that lives up to the high expectations consumers have of our brands, we know we must continue to earn the trust of our guests, consumers, and stakeholders every day. We take this responsibility seriously and do so with great pride.

Our goals for developing responsible content are:

- Create age-appropriate entertainment experiences for kids

- Develop marketing for kids that focuses on the positive attributes of our entertainment experiences in a respectful and appropriate manner
- Promote safety for kids
- Promote leading policies on guest experience safety
- Reflect a diversity of cultures and backgrounds in our entertainment experiences for kids and families
- Provide parents and caregivers with the tools to help them make informed entertainment choices
- Integrate feedback from parents and caregivers into the development of our entertainment experiences
- Recognize kids who make positive contributions to their environment or communities



Daphne Oz and Carla Hall of ABC's "The Chew" join Crash, star of Disney XD's "Crash & Bernstein," in the kitchen for a healthy seasonal recipe.



Goal

Create age-appropriate entertainment experiences for kids

Disney is known for the kind of entertainment that families of all ages can enjoy together. We serve the needs of children across all stages of childhood, with different offerings for different age groups.

One example of this commitment is our policy that prohibits the depiction of cigarette smoking in U.S. Disney-branded films and discourages depictions of cigarette smoking in movies for which Disney is a production or distribution partner.

Disney continues to be a leader among filmmakers in limiting the depiction of cigarette smoking in films marketed to youth. In 2013, Disney did not have a depiction of a cigarette in U.S. Disney-branded films.<sup>4</sup>

For more information on how we work to create age-appropriate entertainment experiences for kids, go to [Safety and Security](#) on our website and to the description on our [Disney | ABC Television Group](#) website of programming on [DisneyChannel.com](#), [Disney Junior](#), and [Disney XD](#).

Goal

Develop marketing for kids that focuses on the positive attributes of our entertainment experiences in a respectful and appropriate manner

Disney maintains internal marketing guidelines that apply to marketing to children. These guidelines cover children’s cognitive and emotional maturity and susceptibility to influence, respect for the parent/child relationship, and child safety and privacy. These guidelines are reviewed on an ongoing basis to ensure that they are in line with best practices and fully compliant with all regulations and company commitments.

Our guidelines are designed to ensure that advertising, particularly to children 12 and under, must not be deceptive, inappropriate, unfair, or exploitative in any way. We pay special attention to younger children to ensure we are not taking advantage of their relative cognitive or emotional maturity. In addition, Disney maintains a dedicated staff of professionals who review all kids’ programming before it airs, including commercial content for our kids’ television and radio networks.

<sup>4</sup> Saving Mr. Banks, a Disney-branded film, was released in fiscal year 2014. In the film, Walt Disney was shown stamping out a cigarette and saying, “I’ve never let anyone see me smoking. I’d hate to encourage bad habits.” While any depiction of smoking in a Disney-branded film is against our policy, portraying smoking as a bad habit does not conflict with this policy.

In 2006, Disney became the first major media company to establish nutrition guidelines that associate its brands and characters with a more nutritionally balanced range of foods. This ongoing commitment is central to how Disney evaluates promotions and sponsorships. In 2012, we formalized this commitment by stating that virtually all Disney-controlled, kid-oriented promotions and sponsorships would be with food and beverages that comply with the company’s updated nutrition guidelines by 2015.

In 2013, Disney held trainings for new employees to educate them about our nutrition guidelines. We also worked to align internal systems to more accurately track promotions and sponsorships. We expect to complete this process by the end of 2014.

For more information, see the [Magic of Healthy Living website](#).

Goal

Promote safety for kids

Safety is a priority across Disney. We take extra care to provide kids and parents with the information and tools they need to keep safety in mind.

Disney has made significant investment in online safety features in its services. For example, in Club Penguin, a virtual world for kids, all online chat is subject to a combination of technological and human moderation systems to help block inappropriate chat while keeping the game fun and entertaining.

Disney Interactive continues to develop new games and products and has developed internal procedures to ensure that each new product is assessed from the perspective of online safety and children’s privacy before it is introduced to the market. This assessment includes a review of registration and account creation, online rules of behavior, chat functionality, online safety messaging, and parental controls.

Disney has launched (and will continue to expand) online safety media and educational outreach campaigns in Latin America, North America, and Europe. These campaigns area aimed at building awareness and educating kids, parents, and other caregivers around the world. They use Disney talent and external partnerships with key industry-leading online safety experts and organizations to develop resources and contribute to the outreach of these programs.

Disney has worked with the following organizations to support online safety: NetSmartz, the Family Online Safety Institute, Common Sense Media, Childnet International, the Child Exploitation and Online Protection Centre, the Canadian Centre for Child Protection, the Kids Help Phone, and Chicos.net. One example of our collaborations is the [Dog With a Blog/Common Sense Media](#) “Think Before You Post” PSA campaign that has been seen by millions of parents and kids.

For more information, visit the [Disney online safety for parents](#) and [Disney online safety for kids](#) websites. For information on guest and product safety, please see the [Provide Parents and Caregivers Tools goal](#) p. 57 and the [Promote Leading Policies on Product Safety goal](#) on pg 83 of this Performance Summary.



Goal

Promote leading policies on guest experience safety

The safety of products bearing Disney brands, characters, and other intellectual property is of crucial concern to Disney. Equally important, safety guides our operational decisions to create a secure and enjoyable experience at our Parks and Resorts worldwide. Since we believe safety is everyone’s business, we collaborate and share what we have learned so we can all benefit.

An example of this collaboration is the commitment of Walt Disney Parks and Resorts (WDP&R) to expand the availability of Disney-licensed technology and expertise on safety and accessibility for third-party use.

These efforts include:

- Making Disney accessibility and safety expertise and patented technology available for industry and third-party use
- Continued participation on industry boards and committees to advance standards and policies related to the safety of attractions and facilities

In 2013, Walt Disney Parks and Resorts actively shared our safety and accessibility expertise with numerous outside groups to promote and enhance safety standards and policies related to attractions and facilities.

These efforts included:

- Providing over 40 presentations on our safety and accessibility practices to worldwide standards organization groups and committees, industry partners, and Fortune 500 businesses
- Worldwide sharing of Global Harmonization Amusement Industry Safety Standards, including at the IAAPA conferences in South Korea, Germany, Canada, and France
- Sharing our expertise and best practices on safety technology with organizations such as NASA, Yellowstone Parks Foundation, General Motors, and the National Safety Council

Disney has worked with national parks, museums, and sports venues across North America to install accessibility technology that incorporates Disney’s licensed and patented technology. Four additional installations are currently in progress. The CHEFS food safety auditing system (an electronic tracking system that analyzes food safety hazards) has launched at three well-known restaurant venues and food manufacturers, with two additional operations currently in the initial installation phase for a pilot. In addition, five companies, ranging from a leading development corporation to a well-known energy company, have adopted our NSC Navigator, a Disney-designed safety systems solution.

For more information on safety, see the [Promote Safety for Kids goal](#) on p. 55 and [Promote Leading Policies on Product Safety goal](#) on p. 83 of this Performance Summary. Additionally, see the following websites: [Product Safety](#), [Safety and Security](#), and [Walt Disney Parks and Resorts’ Wild About Safety](#).

Goal

Reflect a diversity of cultures and backgrounds in our entertainment experiences for kids and families

Disney is committed to appealing to a broad array of audiences and reflecting the diversity and multiculturalism of our consumers and the world. We believe that diversity of content is integral for the growth and viability of Disney and that it allows us to engage and remain relevant to a broader community of viewers.

For example, our Studios are guided by principles that include the authentic and respectful portrayal of culture. To do this, when appropriate, we consult with cultural leaders, organizations, and other stakeholders throughout the production, promotion, and release of films. The Lone Ranger, released in 2013, demonstrated how we deliver on this commitment. We were advised by experts in American Indian and Comanche culture throughout the film’s development. We worked with Comanche tribal artisans to create costumes and props, engaged Comanche and other American Indian leaders on location and hosted tribal screenings and a red carpet premiere, benefitting the American Indian College Fund. The engagement of senior executives of TWDC with national tribal leaders underscored our efforts and resulted in being honored with a Declaration of Appreciation by the Comanche Nation for respectful work on the Lone Ranger. More importantly, the recognition established the opportunity for communication and rapport in the future.

For more information on our commitment to diversity, see p. 71 in this Performance Summary.

Goal

Provide parents and caregivers with the tools to help them make informed entertainment choices

We encourage parents to be actively engaged with their children in viewing and experiencing our movies and TV shows, our Parks and Resorts, and our games and online platforms. For example, ABC and ABC Family collaborated with the National Association of Broadcasters on the “TV Boss” campaign to help parents understand their authority and ability to control content. Throughout our entertainment offerings, we provide forums and content that both value and respect children and give adults a point of connection to the children in their lives.

Another example of this approach is our commitment to build world-class console experiences for gaming and Disney enthusiasts that receive no higher than a “T” rating based on the standards of ESRB (Entertainment Software Ratings Board) and PEGI (Pan European Game Information).<sup>5</sup> ERSB and PEGI ratings are designed to provide consumers, especially parents, with concise, impartial guidance about the age appropriateness and content of video games. This helps them make informed purchase decisions about the games they deem suitable for their children and families. Disney continued to meet this commitment in 2013. All console games developed by Disney Interactive met the goal of being rated “T” for teen or lower for ESRB ratings and “PEGI 12” or lower for the PEGI ratings.

For more information on how we provide parents and caregivers the tools to help them make informed choices, see [Internet Safety](#) and [DisneyChannel.com](#).

<sup>5</sup> The ESRB ratings system is voluntary, though most games sold at retail in the U.S. and Canada include this rating. The ESRB ratings scale is: Early Childhood, Everyone, Everyone 10+, Teen, Mature, and Adults Only. PEGI is supported in Europe by the major console manufacturers (Sony, Microsoft, and Nintendo), as well as by publishers and developers of interactive games. The PEGI ratings scale is segmented by the following ages: 3, 7, 12, 16, and 18.



Goal

Integrate feedback from parents and caregivers into the development of our entertainment experiences

Parents and caregivers are key partners in helping to guide and shape our approach to entertainment for kids. Parents know their kids best. We aim for balance when developing age-appropriate entertainment experiences. We want kids to love our entertainment, and we want parents to trust that we are delivering quality content.

Each year, every major content creation unit at Disney conducts consumer research to learn about consumers' entertainment experiences in general and Disney entertainment experiences in particular. This feedback helps us ensure that we are meeting consumer needs and serves to remind us that Disney is often held to a higher standard in terms of consumer expectations.

This primary research with parents, combined with regular consumer feedback through guest surveys at our theme parks, as well as other sources such as social media, helps us to create new products and experiences and ensure that existing products and experiences continue to deliver the brand promise of quality entertainment that parents and children can enjoy together.

For more information, see our Disney Parks [Moms Panel](#) website as an example of our engagement with parents and caregivers.

Goal

Recognize kids who make positive contributions to their environment or communities

Stories of real kids making a difference in their communities are often powerful and inspirational to other children. We leverage our media resources to recognize and celebrate the positive contributions kids are making in the world. For example, in 2013 Radio Disney and ABC executed a campaign in partnership with Youth Service America that encouraged service and volunteerism and highlighted the impact kids and families could have in their communities and the world. This campaign culminated in the recognition of exceptional kids in our Heroes for Change Awards celebrated at the [Radio Disney Music Awards](#).

For additional information on how we recognize the contributions of kids, visit [Friends for Change](#) and [DisneyChannel.com](#).

# Environmental Stewardship

Our commitment to environmental stewardship focuses on using resources wisely and protecting the planet as we operate and grow our business. Current scientific findings indicate that reductions in greenhouse gas emissions are required to avert accelerated climate change. Scarcity of natural resources and threats to ecosystems and biodiversity are serious environmental issues. Recent events, from extreme weather events to severe droughts to the decline in summer arctic sea ice extent, all illustrate the severe consequences and devastating impacts of climate change. These challenges demand fundamental changes in the way society, including businesses, uses natural resources.

Disney adopted and began reporting on its first set of environmental targets in 2009. Since many of these targets were due in 2012 and 2013, we entered a yearlong process to revamp our environmental commitments during 2013. We wanted to build on key insights from the first generation of targets to create an updated set of long-term goals and environmental targets that are grounded in the current environmental context. Key to this process was the involvement and guidance of our business segments. As the driving force for progress on our environmental commitments, the business segments played an integral role in developing the new commitments by reviewing environmental mega-trends in the context of their business plans and identifying the activities and impacts that are most relevant. Our intention is that these goals and targets will continue to drive innovation across our business segments.

Our previous set of goals were:

- Achieve zero net direct greenhouse gas emissions
- Reduce indirect greenhouse gas emissions from electricity usage
- Send zero waste to landfills
- Have a net positive impact on ecosystems
- Minimize water use
- Minimize product footprint

Our newly updated long-term goals for environmental stewardship are:

- Zero net greenhouse gas emissions
- Zero waste
- Conserve water resources

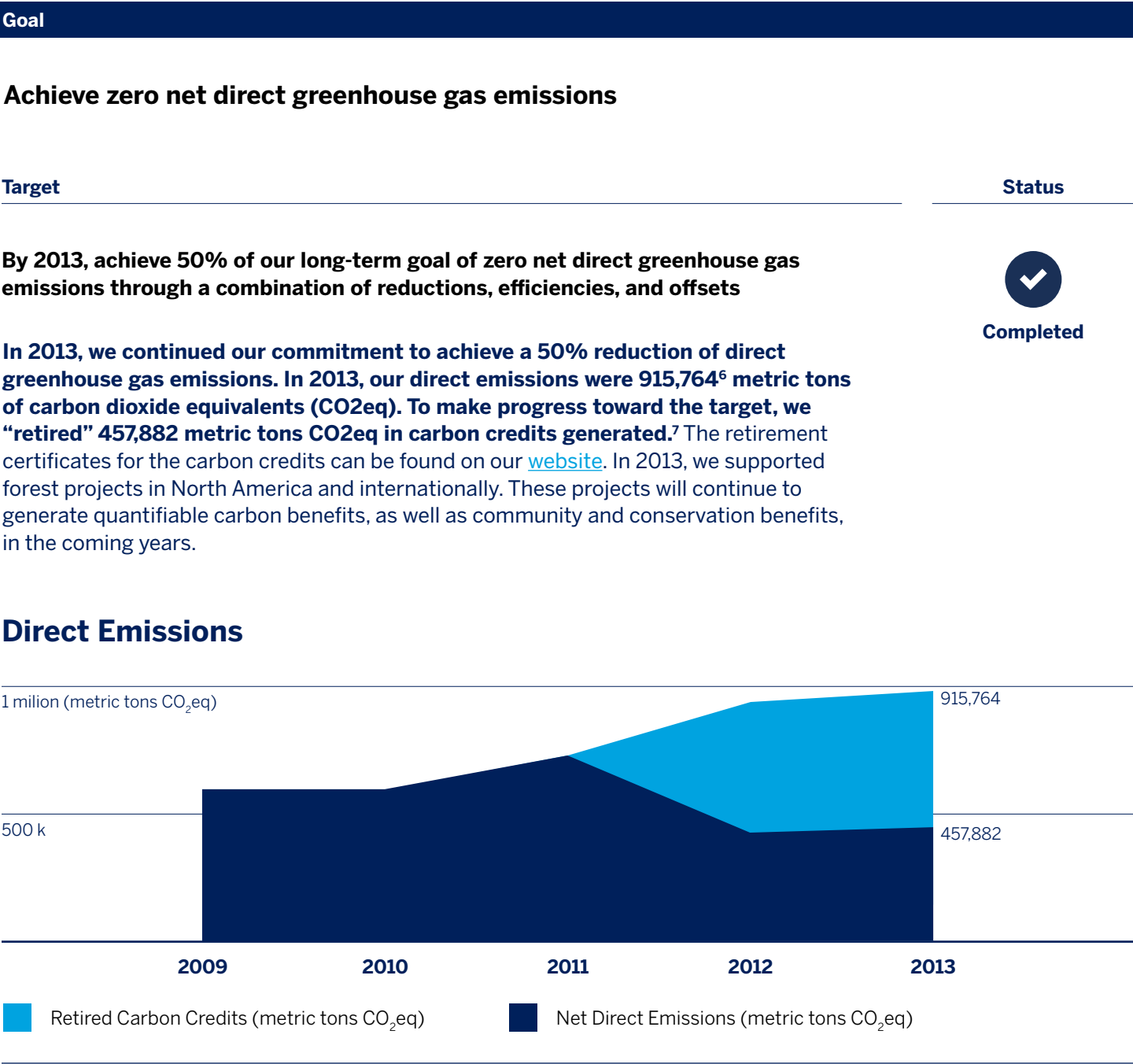
More detail about our process to update our goals and targets can be found [here](#).



X Games waste stations make it easy for fans to make the right choice.

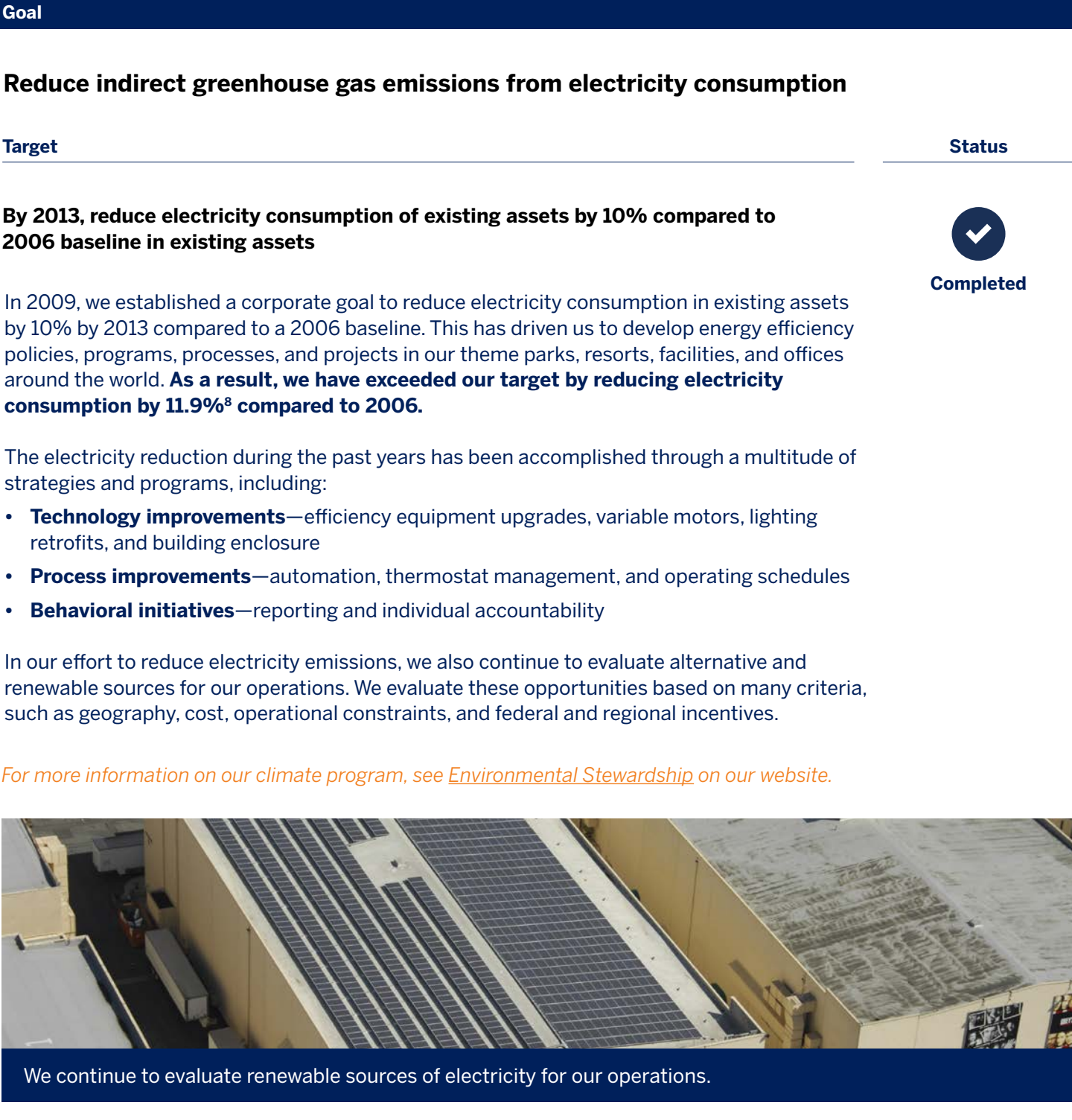


Emissions



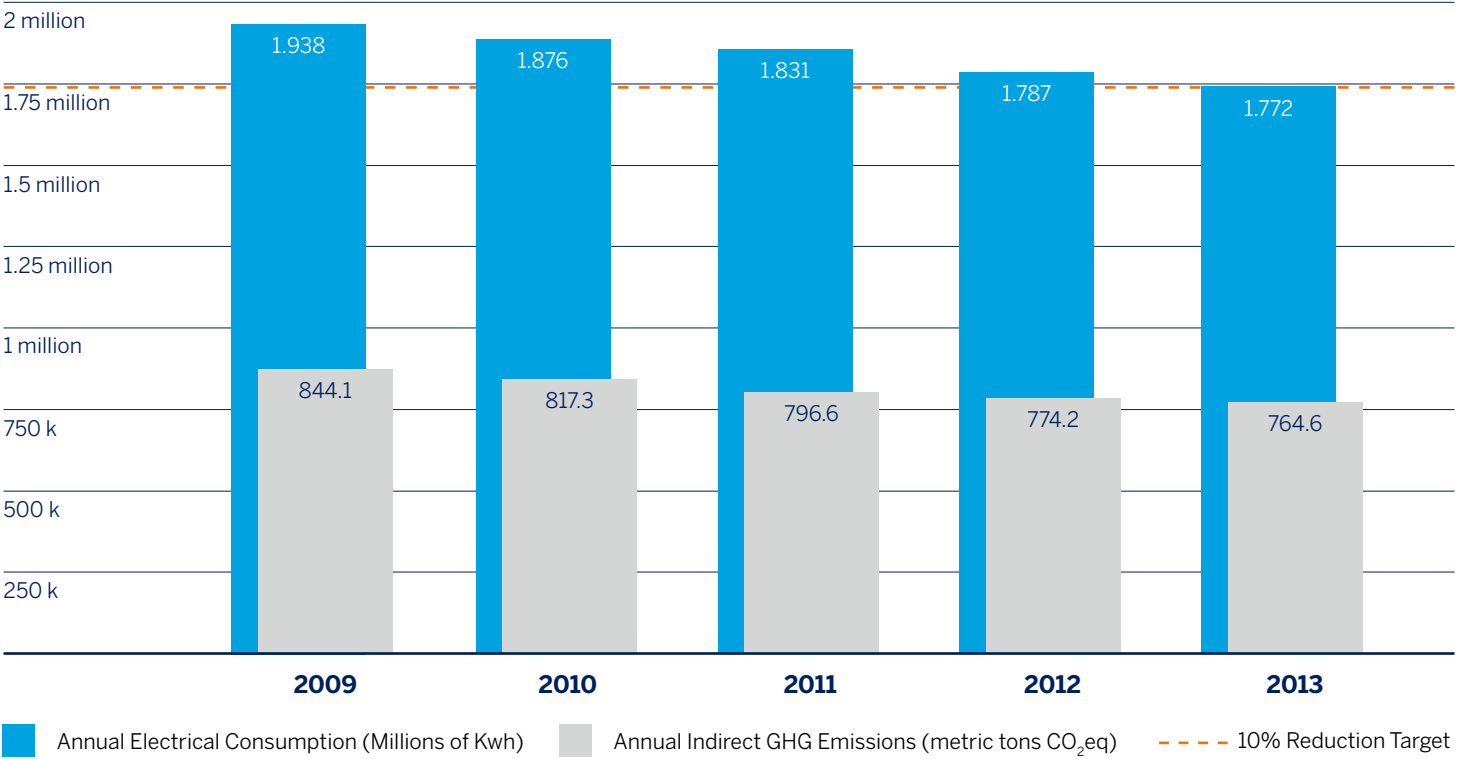
<sup>6</sup> Direct emissions for Disney-owned-and-operated facilities (office spaces, stores, Parks and Resorts, stations, and Disney Cruise Line) are measured and calculated according to the principles in the World Resources Institute’s (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol’s “A Corporate Accounting and Reporting Standard, 2004 revised edition” (GHG Protocol). Productions (including TV, cable, movies, ESPN, and Theatricals) are calculated using a combination of actual data when available and estimates when necessary.

<sup>7</sup> The retired offsets are from a portfolio of projects, including landfill gas-to-methane, dairy farm methane, biogas from wastewater treatment, renewable energy from wind turbines, renewable biomass, destruction of ozone depleting substances, nitrous oxide abatement, and improved forest management. All these offsets are from projects verified to the Climate Action Reserve, Verified Carbon Standard, and Gold Standard by third-party reviewers.





Indirect GHG Emission<sup>9</sup> and Electricity Consumption



Updated Goal

Zero net greenhouse gas emissions

Our strategy for meeting the long-term goal of zero net greenhouse gas emissions follows the hierarchy of avoiding emissions, reducing emissions through efficiencies, replacing high-carbon fuels with low-carbon alternatives, and then using certified<sup>10</sup> offsets for our remaining direct emissions.

In 2009, we created separate long-term targets for “direct” greenhouse gas emissions and “indirect” greenhouse gas emissions. As we were developing the new environmental targets, we came to the conclusion that it is better to have a common goal and associated target for the two types of emissions. We believe this treats both sources of emissions equally while simplifying the structure of our goals and targets. Thus, we arrived at a common medium-term target for greenhouse gas emissions.

New Target

By 2020, reduce net emissions by 50% from 2012 total levels

Click [here](#) for more information about our process to develop the new emissions target.

Waste

Goal

Send zero waste to landfills

Target

By 2013, decrease Parks and Resorts’ annual solid waste to landfill to 50% of 2006 baseline level

In 2013, Walt Disney Parks and Resorts (WDP&R) sent 133,925 tons to landfill (49.3% of the 2006 baseline, surpassing the medium-term target by 0.7%) and achieved a 56.5% diversion rate. The 2006 baseline level refers to the total waste generated in 2006. Specifically, this means decreasing our waste sent to landfill to levels below 136,000 tons per year. Despite operational growth throughout the segment, WDP&R managed to successfully reduce waste to landfill below the target threshold.

The reduction in waste to landfill and improved diversion rate are due to our combined efforts to increase recycling and donations, and to minimize waste generated.

For example:

- The Walt Disney World Resort continues to expand opportunities for guests to participate in recycling through the addition of more than 600 new recycling bins on stage, with even more to come. In addition, the Resort continued to reduce waste to landfill through an increased focus on recycling construction materials from development projects. Some of these materials included concrete, steel, and carpet.
- In May 2013, the Disneyland Resort implemented Phase 1 of a Food Scraps Diversion Program at 60 restaurants around the Resort. Through this effort, Disneyland Resort anticipates that it will divert approximately 5 million pounds of food scraps per year from landfills and process them into animal feed. In 2013, Disneyland Resort also expanded the existing compost collection program at Disneyland Park’s Circle D Corral to increase diversion from landfill. Today, the facility composts more than 90% of its waste into a high-quality soil amendment, which includes animal waste, spoiled animal feed, and paper towels collected by the Circle D team, coffee grounds from various Resort restaurants, and laundry lint from the industrial dryers at the Disneyland Resort Hotels.
- In 2012, Hong Kong Disneyland Resort began to collect and donate used soap bars from our resort guest rooms in 2012. The Resort expanded the scope of the program in 2013 to include used amenities (e.g., bath gel, shampoo, and lotion). The Resort donated these used amenities to the needy in local communities. Since 2012, the Resort also doubled the amount of plastic bags recycled for reuse in the production of new merchandise shopping bags.



Completed

<sup>9</sup> Excluded growth and excludes leased offices.



- Disneyland Paris has increased overall diversion, through improved waste sorting, recycling, and recovery efforts. These include the collection of biodegradable food and kitchen waste in public restaurants and in employees’ cafeterias, and the expanded collection of plastic bottles throughout Walt Disney Studios® Park, Disney Village®, Disneyland® Park and the employees’ rest areas and in FY2013 inside 30 restaurants in the Parks. In addition, an increase in collected office paper was due to the installation of additional paper-exclusive recycling bins as well as the growing impact of eco-gestures performed by the employees and cast members.

Target

By 2013, divert at least 80% of waste from landfill at the Summer X Games and 90% of waste from landfill at the ESPYs

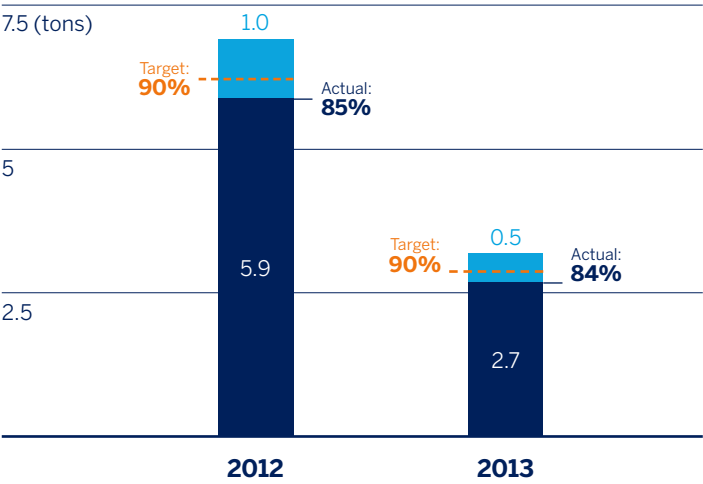
ESPN reduced overall waste significantly from last year to this year, producing about half as much waste at the ESPYs and reducing our waste at the X Games by 90 tons. The reduction at the ESPYs can be attributed to not having any catering. The reduction at the X Games is due to using an existing speedway instead of building one out of dirt in Downtown Los Angeles.

In 2013, ESPN completed half of its stated goal but ultimately did not achieve the goal in its entirety. ESPN exceeded its 80% goal at the X Games but came up slightly short of its goal to achieve a 90% reduction at the ESPYs.

Status

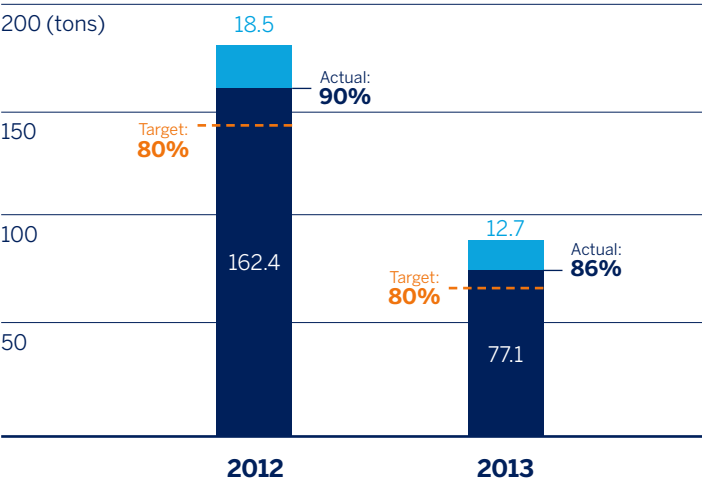
Did Not Achieve

ESPYs



Waste to Energy Waste Diverted

X Games



Waste to Energy Waste Diverted

For more information on our waste efforts, see [Environmental Stewardship on our website](#).

Updated Goal

Zero waste

Disney defines zero waste consistent with environmental organizations and newly emerging zero waste certification bodies as diverting 90% or more of solid waste from both landfills and thermal waste-to-energy facilities. Thus, less than 10% of solid waste should be sent to either landfills or thermal waste-to-energy facilities to meet the zero waste goal. Meeting that goal will require following a waste management hierarchy: reduce, reuse, recycle or compost, non-thermal waste-to-energy, landfill with energy recovery, and landfill without energy recovery. We know we cannot meet this goal alone, so we will continue to partner with, engage, and educate our guests and consumers along our journey to achieving zero waste.

New Target

By 2020, achieve 60% waste diverted from landfills and incineration

This target was developed to replace the expiring 2013 waste targets. Click [here](#) for more information about our process to develop the new waste target.

Water

Goal

Minimize water use

Our operations used approximately 8 billion gallons of water in 2012. Water use at Disney is primarily at Walt Disney Parks and and hotels, with the greatest uses being irrigation and hotels. In 2012, we adopted Water Conservation Plans at all of our owned operations and locations using more than 10 million gallons of potable water per year. The Water Conservation Plans cover more than 97% of water use at Disney. These plans identify current best management practices and serve as a tool to identify areas where the greatest impact can be made through efficiencies and conservation.

For more information on our water efforts, see [Environmental Stewardship on our website](#).



Updated Goal

Conserve water resources

Disney recognizes the importance of water as a critical resource for our operations and the communities in which we operate. The challenges related to water are highly localized. We believe the best way to address water-related challenges is to evaluate risks on a site-specific basis and design commensurate conservation programs. For example, as a part of the development of the New Fantasyland at the Magic Kingdom at the Walt Disney World Resort in Florida, the reclaimed water infrastructure was expanded and is now being used for landscaping and flushing fixtures in the new Guest restrooms. This avoids the need for potable water used in the region by about 27.1 million gallons/year. Additionally, in August 2013, Disneyland Paris launched its on-site wastewater treatment plant for the Theme Parks here. According to preliminary studies, this facility should allow the recycling and reuse of most of the treated water for landscape and golf irrigation, road and sidewalk washing, and ornamental pond water. Disneyland Paris currently estimates that it will save 87 million gallons. The purpose of our water goal is to ensure the efficient and sustainable use of water by Disney, now and into the future, wherever we operate.

New Target

**By 2018, maintain potable water consumption at 2013 levels at existing sites. Develop Water Conservation plans for new sites**

In the process of creating the new water targets, sites evaluated existing conservation measures and regulatory requirements. The target ensures that water use at existing sites will be managed effectively and requires sites to implement innovative conservation measures. Assets being developed at new sites will include water conservation measures in the design and will create water conservation plans as they become operational, taking local regulations and local risks into consideration. As in the other impact areas, technical project work will be supplemented with employee awareness and engagement campaigns.

Click [here](#) for more information about our process to develop the new water target.



Our Glendale Creative Campus uses native habitat landscaping and reclaimed water for irrigation and restrooms.

Ecosystems

Goal

Have a net positive impact on ecosystems

Target

Status

**By 2013, apply our integrated approach to sustainable design, engineering, and habitat protection for a pilot construction project**



Completed

As part of our ecosystem management strategy, we are developing an integrated approach to designing new construction projects. It starts with identifying ecosystem impacts during the design-review process of new building projects. Next, habitat and restoration solutions are developed to avoid, minimize, or mitigate those impacts. Finally, we evaluate a set of sustainable design solutions for potential implementation. We will continue to develop and evolve our Ecosystems Integrated Approach as more scientific research becomes available.

During 2013, we continued the process of testing an ecosystem evaluation methodology. We are planning additional pilot studies to further assess our methodologies and plan to engage with external experts for their review. In addition, several of our recent projects achieved LEED certification: King’s Mountain Technology Center in North Carolina, [Aulani Resort & Spa](#) in Hawaii, and the Grand Central Creative campus in Glendale, California.

In 2009, we announced an explicit goal and target related to ecosystem impacts. This work focused on two key areas: research on measuring and valuing ecosystem functions and philanthropy. During our review in 2013, we felt that having a separate ecosystem goal created internal confusion because everything we were doing with emissions, waste, and water was meant to have a positive ecosystem impact. Therefore, while we will continue to conduct research on ecosystem impacts and support ecosystem conservation worldwide, we will no longer have an explicit goal related to these types of impacts.

Product Footprint

Goal

Minimize product footprint

For more information on our work to minimize our environmental product footprint, please refer to the [Responsible Supply Chain](#) section of this Performance Summary.



# Civic Engagement

Whether it's through engaging audiences to participate in civic life or engaging stakeholders in two-way dialogue, we understand and appreciate the value of being active members of our communities.

**Our civic engagement goals are:**

- Use the power of entertainment to promote a culture of giving
- Engage with our stakeholders on a regular basis



Chris Cuomo, Tony Danza, and Andre Braugher help kick off “A Day of Giving” to benefit the victims of Hurricane Sandy on ABC News “Good Morning America.” *Photo credit: ABC/Lou Rocco*

Goal

**Use the power of entertainment to promote a culture of giving**

Since Disney’s earliest days, our guiding philosophy has been to act as a compassionate and generous company that leverages our resources to bring happiness, hope, and laughter to the lives of children and families in need and promote a culture of giving. Disney also uses our media platforms to inspire others to make a difference. For example, Disney | ABC Television Group’s “[Day of Giving](#)” raised more than \$18 million for the American Red Cross to help those impacted by the devastation of Hurricane Sandy. The “Day of Giving” was integrated throughout Disney | ABC Television Group, spanning News, Daytime, Primetime, and Late Night to encourage tens of millions of viewers to help those impacted by the hurricane. And ESPN helped raise more than \$4 million in donations for The V Foundation for Cancer Research through a variety of efforts as they honored the 20<sup>th</sup> anniversary of Coach Valvano’s famous “Don’t give up—don’t ever give up” speech.

*For more examples of how we use the power of entertainment to promote giving, visit [ABC](#), [Club Penguin](#), and the [Disney Post](#) for additional stories.*

Goal

**Engage with our stakeholders on a regular basis**

We believe that working with stakeholders enhances our ability to identify opportunities, address issues, and find solutions to some of our most important citizenship challenges. Our stakeholders not only include investors, NGOs, local communities, and advocacy groups but also children, parents, and Disney fans, among others. By engaging with stakeholders of all types and interests, we gain a better understanding of how their needs interact with the needs of our business and society. We actively listen to and learn from stakeholders and provide them with information to better understand our actions and intentions.

*For an example of our stakeholder engagement see [Stakeholder Feedback](#).*



# Respectful Workplaces

At Disney, we strive to foster safe, respectful, and inclusive workplaces. This commitment applies to all of Disney’s approximately 175,000 employees and spans our efforts to develop a diverse workforce, maintain safe and secure workplaces, and support the health and wellness and career development of our employee base. Our Corporate Diversity Council, comprised of senior leaders from each division and chaired by our CEO, Robert A. Iger, provides guidance and direction so that we create content, products, services, and guest experiences that grow our business and engage and reflect the diverse communities that we serve.

**Our goals for fostering safe, respectful, and inclusive workplaces are:**

- Maintain safe workplaces
- Develop a diverse workforce, an inclusive workplace, and an engaged marketplace
- Support employee career development
- Increase access to and participation in health and wellness programs for our employees and their families



First Lady Michelle Obama and Chairman and Chief Executive Officer Robert A. Iger sharing the stage at Disney’s Veterans Institute with veterans hired through the Heroes Work Here initiative.

Goal

**Maintain safe workplaces**

Disney is committed to reducing the risk of injury and illness to our employees and to addressing any problems that may occur. We utilize a team-based safety strategy centered on the belief that safety is everyone’s responsibility and rests with each employee. In addition, management takes a visible and active role in embedding safety into the planning process for all projects and business development. This commitment is communicated to every employee as well as contractors, vendors, and suppliers.

Security is a key pillar of The Walt Disney Company and affiliated companies’ commitment to corporate citizenship, a top concern of our employees and guests, and one of the underpinnings of Disney’s continued success. The Disney Global Security enterprise executes this mission and aims for excellence and continuous improvement to make every day safer and more secure than the day before.

For additional information, see [Safety and Security](#) on our corporate website.

Goal

**Develop a diverse workforce, an inclusive workplace, and an engaged marketplace**

We believe our entertainment offerings must include a multitude of ideas and experiences to meet the needs of the diverse consumers, guests, fans, and viewers we serve every day. As a company, we include and attract individuals who reflect the diverse world in which we live. We also seek to ensure that our workplace is inclusive and provides the opportunity for our people to contribute and develop to their full potential.

We believe that having employees with a broad range of backgrounds, experiences, and perspectives gives us an advantage in understanding and meeting the needs of our consumers. This commitment serves to keep our focus on attracting, developing, and retaining a diverse workforce at every level.

Having a diverse workforce is critical to our business. We welcome a variety of opinions, ideas, and perspectives to ensure we continue to top our own performance and represent our global marketplace. In 2013, we continued to diversify our workforce and celebrate the rich differences that reflect the global communities, guests, audiences, and consumers we reach. Among other accomplishments, we continue to see an increase in our overall minority and female employee population. Through our enhanced employer branding campaigns, applicant tracking, and management reporting processes, we have also experienced an incremental increase among our minority and female executive hiring.



Global Employee Diversity

	2012	2013
Global Employees <sup>11</sup>	150,158	<b>159,401<sup>12</sup></b>
Minority Percentage <sup>12</sup> (all employees, U.S.)	39%	<b>40%<sup>13</sup></b>
Minority Percentage <sup>12</sup> (management, U.S.)	23%	<b>23%<sup>13</sup></b>
Female Percentage <sup>12</sup> (all employees, global)	51%	<b>52%</b>
Female Percentage <sup>12</sup> (management, global)	44%	<b>44%</b>

U.S. Veterans Initiative

Building on the success of the [Heroes Work Here](#) initiative (which we launched in March 2012 with a commitment to hire more than 1,000 veterans by 2015, a goal that we quickly [surpassed](#)), we made a commitment to hire an additional 1,000 veterans over the next two years. As of the end of fiscal year 2013, additional offers made to U.S. veterans had been accepted, bringing our total hiring to over 2,400 veterans since the initiative launch.

Additionally, in celebration of Veterans Week, ESPN launched its fifth year of multi-faceted programming celebrating active duty military and veterans on all of its major platforms and shows, including its fifth annual [America's Heroes: A Salute to the Troops](#). Additionally, employees worked with the USO and Veterans hospitals to donate personal supplies to veterans and those being called into action.

*For more information on our commitment to developing and supporting a diverse workforce, see [Disney Workplaces, Culture and Diversity](#), and our [Business and Ethics Standards](#) on our website.*

<sup>11</sup> Employee statistics reflect our employment base at the end of each fiscal year. Management includes manager level and above.

<sup>12</sup> Global Employee Diversity numbers include all employees in our SAP system. Of note, this excludes Pixar and Disneyland Paris employees and includes casuals paid within the last 60 days but excludes daily hires and contract workers. For training-related disclosures, the numbers represent all employees in Disney Development Connection and exclude Pixar, Marvel, Disneyland Paris and contract workers. The number referenced earlier is what is reported in our 10-K.

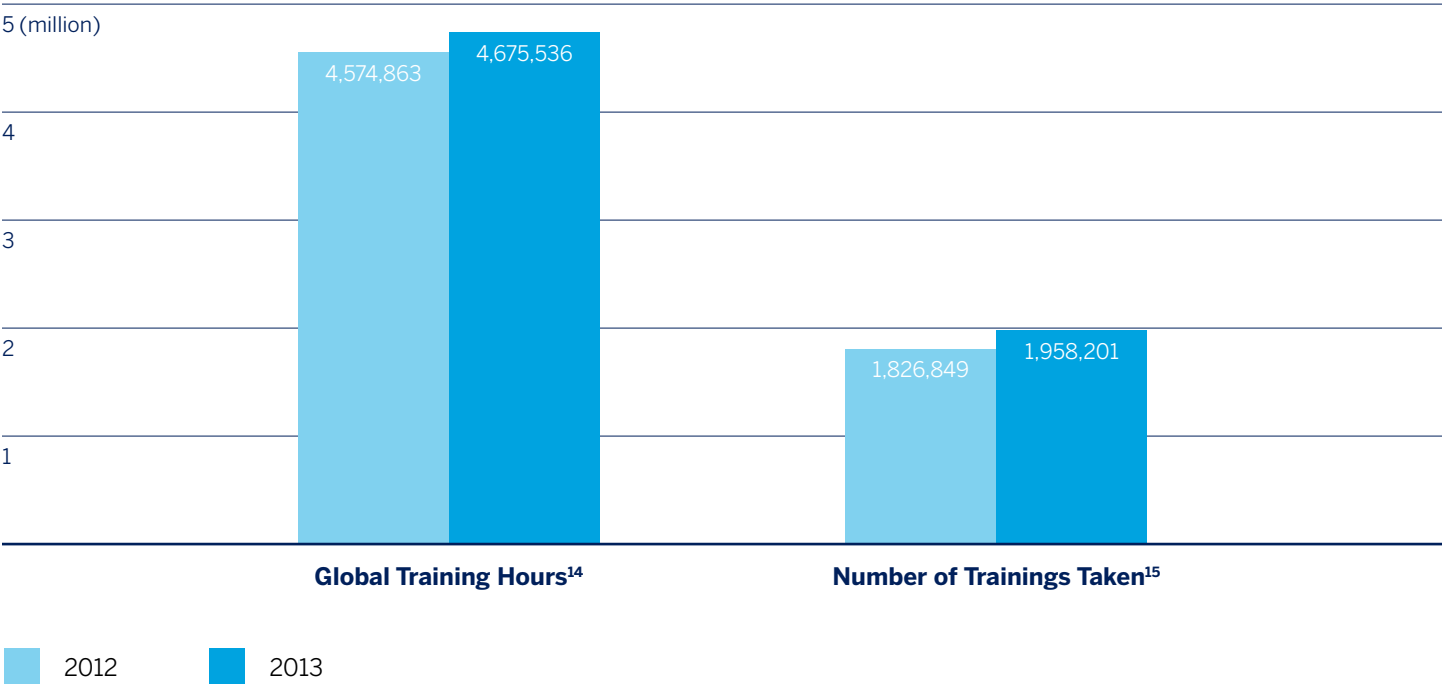
<sup>13</sup> Records with unknown race were removed.

Goal

Support employee career development

Disney offers a wide array of professional opportunities in different lines of business, geographical locations, and specialty areas. To support each individual's development, we have invested in a global approach to learning and development called Disney Development Connection. In addition, we support employee learning through a tuition reimbursement program and other learning opportunities. We place specific emphasis on the targeted development plans of those employees who are recognized as successors for key roles.

Global Employee Training



For more information on how we support employee career development, see [Disney Workplaces](#) on our website.

<sup>14</sup> For training-related disclosures, the numbers represent all employees in Disney Development Connection and exclude Pixar, Marvel, Disneyland Paris and contract workers..

<sup>15</sup> Participants could attend more than one training. Training includes online courses, classes, and on-the-job training.



Goal

Increase access to and participation in health and wellness programs for our employees and their families

Disney is committed to the total well-being—physical, emotional, and financial—of our employees. We provide a range of wellness resources to meet the diverse needs of our employees—no matter where they are on their personal journey to better health. Disney’s efforts encourage simple changes that add up to make a healthy difference.

TargetStatus

By 2013, create and promote participation in kid-friendly physical activity events for employees and their families in all major U.S. geographies where our employees reside (CA, CT, FL, and NY)



Completed

For the 2013 Couch-to-5K events, we focused on races/walks that promoted or included family participation. **We increased the number of these company-sponsored events to 13, spanning a variety of locations: Anaheim, Aulani, Bristol, Charlotte, Chicago, Houston, Los Angeles, Memphis, New York, Orlando, Philadelphia, Salt Lake City, and Seattle.**

Through the increased number of events and greater engagement levels in certain markets, we more than doubled the number of registrations for the 2013 Couch-to-5K events from 2012 (2,071 vs. 1,023).

TargetStatus

By 2013, provide financial incentives to employees and their families for at least three specified “healthy” results through Disney’s results-based Wellness Rewards Program



Did Not Achieve

During 2013, we reviewed the progress of our Wellness Rewards Program “results-based” design and found that increasing financial incentives for the two existing “healthy” results—body mass index and blood pressure—would have a greater impact on behavior than offering three smaller financial incentives, even if the total potential incentive was the same. For this reason, we decided not to add a third “healthy” result to our program.

Further, given the extent of the health care program design changes we implemented for 2014 in order to comply with the Affordable Care Act requirements, we believe that improvements made to the two existing incentives were actually more effective for achieving our overarching goal of encouraging health and wellness for employees and their families.

In 2013, we made the following changes to the design and operation of the Wellness Rewards Program:

- For 2013, we increased the amount of the reward for each of the two “healthy” results (from \$100 to \$150), so each employee and spouse/partner’s total annual award opportunity remained \$300.
- Starting in October 2013, we launched a new integrated wellness and condition management program through Cigna, which includes both telephonic and on-site coaching support for employees and spouses/partners, which they can use to set and achieve meaningful goals and thereby earn wellness rewards.
- Starting in January 2014, all wellness rewards will be credited to a tax-effective health account, which allows for carryover of unused balances from one year to the next. This will enable employees to use these accounts to pay for their current out-of-pocket health care costs or save for their future health care needs.

For more information on how we support health and wellness for employees and their families, see our [Disney Careers website](#).



# Responsible Supply Chain

At Disney, we operate our supply chains in a manner consistent with our values. This includes promoting the [responsible sourcing](#) of Disney-branded products by working to assess and improve labor conditions in production facilities, helping to uphold the safety and integrity of these products through testing and monitoring programs, and exploring ways to reduce the [environmental footprint](#) of these products and of our supply chains.

In 2013, the Integrated Supply Chain Management team was created. The primary mission of this new organization is to oversee our supply chains in order to promote operational and citizenship objectives (including labor standards, product safety, quality, productivity, financial performance, environmental performance, and regulatory compliance). For our vertical businesses, such as The Disney Store and Walt Disney Parks & Resorts, this new organization manages our supply chains to integrate responsible sourcing practices into all aspects of our operations. For our licensing business, where Disney-branded products are manufactured and sold by independent entities under intellectual property licenses from us, we communicate our expectations and requirements for responsible sourcing and production and actively monitor performance against these expectations and requirements.

The unique nature of our consumer products business means that Disney-branded products are produced in over 29,000 facilities in more than 100 countries. As a result, we face unique and significant challenges in monitoring performance against our high expectations and requirements. We remain committed to

meeting these challenges through ongoing assessment of the causes of any noncompliance, continuous review and improvement of our operations, and constructive engagement with key stakeholders.

**Our citizenship goals for managing a responsible supply chain are:**

- Increase understanding of our extended supply chain in order to promote safe, inclusive, and respectful workplaces wherever Disney-branded products are produced
- Support programs and initiatives that address core labor issues within our supply chain
- Promote leading policies on product safety in our supply chain
- Minimize the environmental footprint of our products



Factory workers in India participate in BSR's HERfinance program, funded by a pilot grant from Disney. Photo credit: Chhavi Ghuliani/BSR

Goal

**Increase understanding of the extended supply chain for Disney-branded products in order to promote safe, inclusive, and respectful workplaces wherever these products are produced**

Disney's International Labor Standards (ILS) Program, created in 1996, oversees the implementation of Disney's Code of [Conduct for Manufacturers](#), which we use to monitor, evaluate, and address issues related to working conditions in the more than 29,000 facilities manufacturing Disney-branded products around the world.

**Visibility**

We use the term "visibility" to refer to our knowledge of working conditions at each facility within the extended supply chain for Disney-branded products. "Visibility" is a measure of the number of unique facilities for which we have qualified audits or assessments compared with our total authorized facility base.

In 2012, we modified our tracking from "Audit Coverage" to "Visibility." Audit coverage focused on the number of audits actually conducted in a fiscal year relative to the total number of authorized facilities in that fiscal year. Visibility instead focuses on our awareness of labor conditions and is the number of facilities for which we had a qualified audit (which may have been conducted in the previous fiscal year but which are still qualified under our program) relative to the total number of authorized facilities in the fiscal year.

Our knowledge of working conditions comes primarily from conducting and reviewing audits or assessments—either ones we conduct ourselves or ones we receive from licensees, vendors, or others. These audits and assessments are conducted by those qualified to perform such audits or assessments.

Where conditions do not meet our expectations, we issue Corrective Action Plans and require follow-up audits to be conducted, allowing us to track and measure working conditions over time while driving improvement at the facilities producing Disney-branded products.

Target

Status

**By 2014, increase visibility into facilities producing Disney-branded products in high-risk countries by 50%, and achieve 100% visibility by 2018**

As part of our effort to increase visibility into facilities manufacturing Disney-branded products, we continue to focus our resources on facilities located in countries that have been identified as higher risk for labor standards and governance issues. We identify higher-risk countries and prioritize visibility into facilities operating in those countries by utilizing, primarily, the World Bank's Worldwide Governance Indicators, which assess the degree of governance in countries on a variety of topics. To conduct risk assessments, we also leverage our years of experience with working conditions in facilities throughout the world.



On Track



For this target, “Disney-branded” means all products produced under license from The Walt Disney Company. We achieve visibility into these facilities by reviewing social compliance audits conducted by Disney and by independent auditing organizations engaged by Disney, as well as by the independent licensees, vendors, and buying agents authorized or licensed to produce Disney-branded products. Visibility gives us an understanding of conditions within facilities and enables us to identify labor standards issues and work with our business partners to address those issues and help foster safe, inclusive, and respectful workplaces in the facilities that produce Disney-branded products. We require third-parties to provide audits conducted within six months prior to the date of audit submission and repeat the audits within 12 months or sooner. Identifying areas of concern through increased visibility allows us or our licensees and vendors to address concerns and make an impact on a facility’s overall compliance.

In 2013, Disney continued to make progress in improving our visibility into facilities making Disney-branded products in high-risk countries. **We improved our visibility rate to 59% in 2013, up from 41% in 2012 (a 44% improvement since 2012 and a 69% improvement since our base year of 35% in 2011).** We are now on track to achieve our goal of 100% visibility in high-risk countries in advance of our original 2018 commitment.

We will continue to add additional resources as necessary to achieve our 2014 and 2018 targets. This includes educating and engaging a greater number of licensees and vendors in facility monitoring and adding to our ability to analyze facility audit reports, as well as engaging with numerous stakeholders in order to achieve greater transparency, consistency, and sustainable progress.



Disney supports the ethical production of Disney-branded merchandise through programs focused on safety, labor, and the environment.

Minimum Compliance Standard: Remediation and Termination

Disney requires that all facilities engaged in the production of Disney-branded products meet and maintain, at a minimum, a requisite level of compliance with the Code referred to as the Minimum Compliance Standard (“MCS”). The MCS reflects the standards set forth in the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work in addition to other high-priority issues identified by Disney. In order to meet the MCS, a facility must demonstrate the absence of violations in each of the following categories:

- Child Labor
- Involuntary Labor
- Coercion and/or Harassment
- Discrimination
- Serious Health and Safety Conditions
- Freedom of Association
- Subcontracting and Homeworkers

In addition, the MCS requires that facilities provide access to complete and accurate information, including all physical locations within the facility, relevant documents, and workers for private interviews.

MCS violations identified prior to the initial authorization for Disney-branded production must be resolved before, and as a condition of, initial production authorization by Disney. MCS violations identified during the course of production must be corrected or remediated within the time periods and in the manner established by the ILS Program as a condition of continued use of the facility. A facility may be subject to immediate loss of authorization to produce Disney-branded products if:

- MCS violations identified during the course of production are not remedied within the designated time periods as evidenced by a subsequent audit demonstrating compliance with the MCS as required by the ILS Program
- An audit (from any source) reveals fraud, bribery, or other improper influence

By giving facilities an opportunity to remediate MCS issues within a defined period of time, our hope is to drive improvement over time. Despite the overall size of our Consumer Products business, we are not always influential at the factory floor level, and sometimes facilities simply fail or refuse to make improvements. When this occurs, and given the severity of MCS issues, we may withdraw the facility’s authorization to produce Disney-branded product because we do not want to further contribute to or benefit from these violations, and experience has shown that we have not been able to influence an improvement.

By establishing MCS compliance, at a minimum, for all facilities in higher-risk countries, we can then focus on driving improvement and promoting better outcomes or impacts on workers.

In 2013, after MCS findings were discovered during initial audits, approximately 800 facilities lost authorization to produce Disney-branded products for failing to remediate those MCS findings within the required time frame, and approximately 850 facilities addressed those issues within the required time frame and were therefore able to continue manufacturing Disney-branded products.



Target

**By 2014, achieve 85% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses, and achieve 100% visibility by 2017**

In addition to products produced under license, Disney also sources branded products directly and indirectly from facilities for use or sale by the company. This includes products sold in our theme parks, resorts, and Disney Stores. Only a small portion of all Disney-branded products are sold in retail businesses owned by Disney. This target focuses on these branded products.

Unlike licensing, Disney is able to exercise more control over the branded products we source for our own retail outlets. For this reason, Disney has historically been able to achieve higher visibility and is on track to meet our target of 85% visibility into facilities in high-risk countries producing branded merchandise sold in our vertical retail business by 2014. **In 2013, we achieved 72% visibility, an improvement of 9% since 2012 and an improvement of 29% since our base year of 56% in 2011.**

Status



On Track

In 2012 and 2013, we implemented a number of changes to our International Labor Standards Program. These changes included the establishment of a Minimum Compliance Standard that must be satisfied before we authorize production in a licensee or vendor's facility, a new country risk assessment process, and revised time frames for facility monitoring.

To communicate and support the adoption of these changes, we updated and published our International Labor Standards Program Manual, which is available online for our licensees and vendors in 13 languages, as well as to the public through our corporate website. We also conducted numerous global training sessions, attended by thousands of Disney employees, to promote the goals of the ILS Program and to explain these changes. These training sessions are also available on demand to all Disney cast members as interactive webinars. In addition, we continue to conduct many one-on-one educational and outreach sessions with employees, licensees, vendors, and agents globally to help them understand their role in promoting Disney's ILS Program.

We have also further established a licensee capability assessment for prospective licensees in North America. To support this process, we have provided training materials and resources, which are available online for current and prospective licensees to help them better understand ILS requirements and implement improvements.

Finally, in 2013 we began [working with industry experts](#) to identify training needs, gaps, and curriculum development opportunities which we will implement in fiscal year 2014.

Target

**By 2013, increase financial and other support for independent programs and initiatives addressing core labor issues within our supply chain**

Status



Completed

In an effort to confront systemic challenges in working conditions that are not unique to Disney, we have partnered with various organizations to provide financial support for projects that build capacity and improve labor standards compliance in unique and effective ways. The challenges addressed by our funding recipients are core labor issues encountered in many production facilities. We believe that by lending support to organizations addressing these systemic challenges and core labor issues we are contributing to the promotion of ongoing, steady, and responsible improvements in working conditions in our supply chain and in general.

Target

**By 2013, implement an enhanced global training and education program for key internal stakeholders focused on better understanding and implementation of our International Labor Standards Program requirements**

Disney employs approximately 175,000 people across the globe. A number of these employees have a role in licensing or sourcing Disney-branded products. Educating these employees is a critical part of our program. Furthermore, education efforts directed toward the wider Disney community have been an important part of the ILS Program's strategy, since our cast members and employees serve as ambassadors of Disney's approach to creating responsible supply chains. Our training and education programs and materials are aimed at licensees, vendors, buying agents, and facility management and workers, as well as our own employees.

Status



Completed



After successfully launching this program in 2012, Disney provided an additional \$2.5 million in [grants](#) in 2013 to three organizations for projects that address systemic challenges.<sup>16</sup> All three of these projects meet our goal of educating and empowering workers in global supply chains. The partner organizations and projects for 2013 are:

- **Better Work:** An initiative of the International Labor Organization (ILO) and the International Finance Corporation (IFC), Better Work establishes industry-specific monitoring and improvement mechanisms for apparel factories in eight countries. Disney has funded three projects that will increase Better Work’s capacity to improve worker empowerment, supervisory skills training, and buyer engagement and communications.
- **BSR HERfinance:** BSR, a leader in corporate responsibility since 1992, works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. BSR has developed a program targeting female factory workers that provides financial education and tools to help break the cycle of poverty among working women and their families. Building on lessons from the inaugural program in India (funded by Disney in 2012), BSR will expand the HERfinance model to additional countries including Brazil, Indonesia, and Mexico. This expansion will increase the organization’s efforts and capacity to provide financial education and resources to improve the lives of female factory workers.
- **Institute for Sustainable Communities:** The Institute for Sustainable Communities (ISC) is a non profit organization that helps communities around the world address environmental, economic, and social challenges. With funding from Disney, ISC will launch an EHS+ Center in India to give factory managers the environment, health, and safety (EHS) education they need to improve workplace safety and reduce harmful environmental impacts—in their facilities and in their local communities. Additionally, ISC will build the capacity of local EHS professionals in order to improve EHS compliance and performance at the enterprise level.

For more information on ethical sourcing and our ILS Program, see our [website](#). For more data on audit findings, see the [2013 Citizenship Data Table](#).

<sup>16</sup> This commitment includes a portion that will be distributed to organizations during 2014.

Goal

Promote leading policies on product safety in our supply chain

The safety of products bearing Disney brands, characters, and other intellectual property is of the utmost importance to Disney.

Target

Status

By 2013, continue to work with our vendors, suppliers, and licensees to evaluate the chemicals and substances in Disney-branded products



Completed

The safety of all products bearing Disney brands, characters, and other intellectual property is of the utmost importance to us. Throughout 2013, we continued to work with vendors, suppliers, licensees, and other stakeholders to refine our approach for evaluating the chemicals and substances in Disney-branded products. In early January 2014, we released a statement outlining our approach for the management of chemicals in consumer products. The full text of that statement can be found [here](#) in Policies and Approaches on our citizenship website.

Target

Status

By 2015, validate all licensees’ compliance with internationally recognized food safety and quality standards consistent with Disney requirements



On Track

Disney Consumer Products requires all licensees to comply with Global Food Safety Standards for all Disney-branded food products. Quality and safety must be designed and built into products at every step of the supply chain and all applicable information made readily available. An integrated product management system streamlines all relevant quality and safety information into a central location and provides an effective way to ensure preparedness and responsiveness globally.

In 2013, we continued to validate licensee compliance to internationally recognized food safety and quality standards consistent with our requirements. With this progress in 2013, we remain on track to validate all licensees’ compliance by 2015.

For more information on kid and guest safety, see the Promote Safety for Kids goal on [page 55](#) and the Promote Leading Policies on Guest Experience Safety goal on [page 56](#). Additionally, see [Product Safety](#), [Safety and Security](#), and [WDP&R’s Wild About Safety](#).



Goal

Minimize Product Footprint

In 2010, Disney developed a set of common approaches and targets to better measure our performance in minimizing the overall environmental footprint of our consumer products. Since then, we have identified a few key areas of impact (e.g., paper products), but recognize that it does not cover the full scope of our environmental impacts. We continue to evaluate these impacts and integrate them into our overall approach to supply chain management.

For example, in 2013, Disney Theme Parks Merchandise began a pilot program in conjunction with The Institute of Public and Environmental Affairs (IPE), a registered non profit organization based in Beijing. IPE maintains databases of environmental supervision records for factories in China. Our China-based supply chain team checks the names of factories currently used or being considered by our suppliers against that database; if a factory was previously cited for non compliance with local environmental regulations, the team would verify with the factory owners that the problems had been corrected. We continue to explore ways to effectively expand the application of this database.

Target	Status
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By 2014, demonstrate continued improvement in environmental performance for strategic suppliers in plush, apparel, accessories, and toys



On Track

In 2011 and 2012, we conducted an Environmental Responsibility Index (ERI) survey with strategic suppliers<sup>17</sup> for The Disney Stores and Disney Theme Park Merchandise. The ERI survey asked selected factories a variety of questions on their performance in key environmental categories.<sup>18</sup> The goals of the ERI include:

- Summarize and benchmark the performance of operations in the key environmental categories
- Establish a baseline of environmental performance at factories and within our supply chain
- Identify best practices and opportunities for improvement
- Provide an educational opportunity for suppliers to learn about Disney’s environment priorities and policies

Between 2011 and 2012, the overall factory scores improved, and suppliers provided feedback on the ERI process. We determined that additional time was needed between ERI surveys in order to implement best practices at factories and demonstrate true improvements in environmental performance. Therefore, in 2013 we did not send the ERI survey to suppliers. Instead, we used the opportunity to communicate with suppliers regarding Disney’s priorities to implement continued improvement in environmental performance in factories and within our supply chain, and to share best practices and recommendations. We plan to conduct the survey again in 2014.

<sup>17</sup> “Strategic suppliers” are suppliers that represent the top 50% of the supplier base for the key product lines.

<sup>18</sup> Key environmental areas include raw materials, energy and climate, waste, water, governance and reporting, inspiration and education, and other.

Paper Policy

Announced in 2012, our paper policy aims to:

- Minimize the consumption of paper
- Eliminate paper products containing irresponsibly harvested fiber, such as fiber from High Conservation Value Areas<sup>19</sup>
- Maximize recycled content and fiber sourced from Forest Stewardship Council-certified forestry operations or equivalent

This policy continues Disney’s commitment to responsible forest practices and conservation, and will be implemented in two phases. The first phase will focus on paper sourced directly by Disney or on behalf of Disney for use in Disney-branded products and packaging. The second phase will address paper sourced by Disney’s independent licensees. Unlike the other targets in this Performance Summary, the paper policy targets operate on a calendar year time frame.

The following targets are related to our paper use and sourcing policy. Additional information on our paper policy can be found on our [website](#).

Target	Status
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By 2013, design and develop a prioritized paper tracking and verification process and system for Phase 1 that includes (1) annual supplier source origin surveys, (2) annual random audits, (3) annual random fiber tests, and (4) verification of the sources of supplies from high-risk areas



Did Not Achieve

In 2013, we focused on the design elements: identifying and developing business and functional requirements for the paper supplier tracking and verification system. During the discovery phase, we put a temporary hold on developing the system because we needed additional time to finalize a comprehensive and fully integrated system solution. During this holding period, we continued our work on designing the project’s functional requirements, including outlining processes for the annual paper survey and the on-site audits and fiber testing, and developing a methodology for classifying high-risk areas.

<sup>19</sup> High Conservation Value Areas include areas of old growth and/or endangered forests.

Target

**By 2014, implement the paper tracking and verification process and system for Phase 1 to support the continued reduction of unwanted sources and prioritizing reduction from high-risk regions**

We plan to begin implementation of the new process and database by surveying suppliers that provide the most significant amount of paper or paper-based products or packaging.

Status



Getting Started

Target

**By 2015, begin reporting paper use and sources for Phase 1 in order to inform and set new quantifiable targets in 2016 for eliminating unwanted sources and maximizing recycled content and wood fiber sourced from forestry operations certified by the Forest Stewardship Council or an equivalent forest certification scheme**

Once the tracking and verification system has been developed, Disney plans to start accumulating data from suppliers regarding the fiber country of origin, recycled content, certified content, and chlorine-free content for a majority of paper fiber supplied to Disney. These data are expected to determine how much paper and paper-based packaging we use operationally and in our products, as well as inform us about the origins of the paper fiber.

Status



Getting Started

Target

**By 2013, incorporate paper policy principles into the design of paper products and product packaging**

To help meet the principles of [Disney’s Paper Sourcing & Use Policy](#), Disney developed the Paper Product Design Guide for internal product and packaging designers. This 20-page document covers minimizing paper (products and packaging), utilizing recycled content, sourcing virgin paper responsibly (through certification), using paper processed without chlorine (and chlorine compounds), and designing for end-of-life recycling.

We authored this new resource to apply to toy packaging and to most other paper products produced by Disney, including stationery, books, photo albums, and picture frames, as well as to other Disney consumer product packaging.

Some examples of our early successes to minimize paper use include the reduction of product “backer cards,” which hold products with multiple pieces. We have redesigned the cards to be much smaller—some have been reduced by as much as 50%—and some products now hang directly from their handles rather than from the backer cards. Price tags produced with FSC-certified paper and media products such as DVD sleeves with recycled content are also becoming commonplace.

Status



Completed

Target

**By 2013, in collaboration with strategic suppliers and licensees, conduct a pilot study of a tracking and verification process that includes (1) annual supplier source origin surveys for paper products and (2) annual random fiber tests. If fiber from unwanted sources is found as a result of the pilot study, coordinate with suppliers and/or licensees to identify how the fiber entered the supply chain and to determine feasible steps to eliminate it**

In 2013, we conducted an Audit Pilot on a sampling of suppliers to prepare and test the verification procedures that will be performed on a large scale beginning in 2014. Information gained from the Audit Pilot is helping to improve future verification activities, streamline processes for suppliers and auditors, enhance awareness of Disney’s Paper Sourcing and Use Policy to both our business segments and suppliers, and increase visibility into our paper fiber supply chain.

Status



Completed

Target

**By 2013, for paper we directly specify, begin requesting recycled and FSC-certified paper and paper products processed without chlorine or chlorine compounds and select these whenever they are available at a reasonable cost and quality**

To support paper buyers in requesting and obtaining preferred papers that meet Disney’s paper standard, we created a Paper Specifications Guidance document. The intent of this new resource is to translate Disney’s Paper Sourcing and Use Policy principles into specifications for suppliers. The guidance contains specific clauses for agreements, specification sheets, purchase orders, and memorandums of understanding.

The Theme Park Merchandise team at Walt Disney Parks & Resorts redesigned their digital “Spec Sheets” in mid-2013 to reflect the new specifications, and quote sheets now include check boxes to indicate FSC certification and also request recycled-content breakdowns by component. We also integrated these specifications into bids in a domestic contract for a large children’s book publishing order placed in 2013.

The Specifications Guidance has been added to Disney’s Paper Sourcing and Use Policy internal business guidance intranet site for easy reference.

Status



Completed

*For more information on how we work to minimize our product footprint, see [Environmental Stewardship](#), [Supplier Sustainability](#), and our [Paper Policy](#).*



# Looking Ahead

Our path ahead is one of optimism and possibility.

We believe that our greatest citizenship opportunity is our ability to inspire others to join us in creating a brighter tomorrow. During 2014, we will continue to explore new ways to make healthy living fun and accessible, to bring hope, happiness, and comfort to kids and families, to connect kids with nature, and to nurture creative thinking skills. By utilizing the immense reach and influence of our diverse media platforms—from television programs and feature films to consumer products, video games, and immersive experiences—we believe we can inspire a generation of artists, innovators, athletes, engineers, communicators, architects, zoologists, and dreamers to create the future they imagine.

We also recognize that our license to inspire is built upon a foundation of acting responsibly and considering the consequences of our decisions on people and the planet. During 2014, we will continue to focus on promoting operational and citizenship objectives in our supply chains through the newly created Integrated Supply Chain Management group. Gaining deeper visibility into our supply chains will be a critical aspect in integrating responsible sourcing practices (including labor standards, product safety, quality, productivity, financial performance, environmental performance, and regulatory compliance) into all aspects of our operations. We will also continue to work with our business segments on driving innovation to help reach our new environmental targets, and will continue to focus our strategic philanthropy on the areas of healthy living, strengthening communities, nature conservation, and creative thinking.

We are committed to finding new ways of reaching audiences with stories about our commitment to citizenship, including our new Twitter account ([@citizendisney](#)), and our [website](#).

There are no limits to where creativity and imagination can take us. In our stories, we find the inspiration to envision a brighter tomorrow and the aspiration to make that dream come true. We are focused on inspiring kids and families everywhere to join us in taking action and caring for the world we share. Together, we are creating a better tomorrow where the greatest stories have yet to be told.

We hope you will be inspired to join us.



Disney looks to inspire others to join us  
in creating a brighter tomorrow.



# Evolution of Our Targets

We annually assess targets to ensure that they reflect the strategic priorities of The Walt Disney Company. As a result, our list of targets continues to evolve. For example, some targets expired, some were transferred to narrative reporting on the website, and some were removed because they no longer aligned with business priorities. The following table highlights the status of each of the targets reported on in the 2012 Citizenship Performance Summary.

FY12 Target	FY13 Status
<b>Live Healthier</b>	
By 2016, support the creation of 50 play spaces for kids	Reported 2013 progress on target
By 2020, increase the percentage of globally licensed wholesale food sales dedicated to everyday foods that meet our global nutrition guidelines from 66% to 85%, and continue to meet our 85% target in North America	Reported 2013 progress on target
By 2015, all Disney-controlled advertising on U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children will be with food and beverages that comply with the nutrition guidelines	Reported 2013 progress on target
By 2020, sell over 5 billion servings of fruit and vegetables to kids and families	Removed as target; narrative reported on <a href="#">p. 33</a>
<b>Strengthen Communities</b>	
By 2020, provide opportunities for kids and families to take 20 million actions that help people, communities, and the planet	Reported 2013 progress on target
By 2020, contribute more than 5 million hours of employee community service through the Disney VoluntEARS program	Reported 2013 progress on target
By 2020, positively impact the lives of 10 million children and families in need	Reported 2013 progress on target
By 2014, set a baseline for the percentage of employees who volunteer at least one hour of service annually in the VoluntEARS program	Reported 2013 progress on target
By 2014, donate 18 million books to organizations that provide new books to children in need	Reported 2013 progress on target

FY12 Target	FY13 Status
<b>Conserve Nature</b>	
By 2015, connect 35 million kids and families with nature experiences	Reported 2013 progress on target
Between 2009 and 2013, annually increase the level of support to nonprofit organizations from Disney Worldwide Conservation Fund (DWCF)	Reported 2013 progress on target
<b>Think Creatively</b>	
No current targets	
<b>Ethical Conduct</b>	
Publish annual updates on citizenship data	Removed as target; narrative reported in GRI Indicator 3.3, <a href="#">p. 99</a>
By 2012, complete a pre-assurance process on key citizenship content and data	Expired in 2012; did not report on in 2013
By 2012, establish an executive-led, companywide Citizenship Council	Expired in 2012; narrative reported on <a href="#">p. 52</a>
Continue to meet with a formal external stakeholder group that provides regular feedback on citizenship performance	Removed as target; narrative reported on <a href="#">p. 15</a>
Maintain the high level of understanding that employees have about the role they can play in helping Disney be a responsible company	Removed as target; narrative reported on <a href="#">p. 51</a>
By 2013, new hires will receive citizenship information during recruitment, orientation, or onboarding	Removed as target; narrative reported on <a href="#">p. 52</a>
By 2012, assess the measurable steps Disney has taken to advance its Human Rights Policy Statement and determine if additional steps are necessary to achieve its ends	Expired in 2012; narrative reported in GRI Indicator Human Rights: DMA, <a href="#">p. 113</a>
<b>Responsible Content</b>	
Virtually all Disney-controlled, kid-oriented promotions and sponsorships will be with food and beverages that comply with the nutrition guidelines	Removed as target; narrative reported on <a href="#">p. 33</a>
Continue to listen to the opinions of parents and caregivers in the development of our entertainment experiences	Removed as target; narrative reported on <a href="#">p. 58</a>
Build world-class console experiences for gaming and Disney enthusiasts that receive no higher than a T rating based on the standards of ESRB (Entertainment Software Ratings Board) and PEGI (Pan European Game Information)	Removed as target; narrative reported on <a href="#">p. 57</a>



FY12 Target	FY13 Status
Maintain advertising and marketing guidelines for all media outlets that target children 12 and under	Removed as target; narrative reported on <a href="#">p. 54</a>
Continue to implement our policy of zero instances of cigarette smoking depictions in U.S. Disney-branded films	Removed as target; narrative reported on <a href="#">p. 54</a>
Continue to integrate Internet safety initiatives across all Disney Interactive	Removed as target; narrative reported on <a href="#">p. 55</a>
By 2012, support Internet safety programs through our external partnerships that will train over 100,000 children, parents, and teachers globally	Expired in 2012; narrative reported on <a href="#">p. 55</a>
All North American Disney Stores will host in-store events that entertain and educate kids about different cultures, backgrounds, behaviors, or skills to expand their awareness of and appreciation of the world	Removed as a business-unit specific target
Walt Disney Parks and Resorts will expand its external partnerships and related activities to ensure cultural relevancy worldwide	Removed as a business-unit specific target
By 2016, air 300 hours of content annually that showcases kids’ contributions to their communities and the environment	We have made the decision to discontinue this target related to content. In its place, we have begun a process to broadly measure the pro-social content in shows across our networks
Walt Disney Parks and Resorts (WDP&R) will expand availability of Disney-licensed technology and expertise on safety and accessibility for third-party use	Removed as target; narrative reported on <a href="#">p. 55</a>

Environmental Stewardship

By 2012, achieve 50% off our long-term goal of zero net direct greenhouse gas emissions through a combination of reductions, efficiencies, and offsets	Completed our target in 2012; reported progress in 2013. Will be replaced by new 2020 emissions target
By 2013, reduce electricity consumption of existing assets by 10% compared to 2006 baseline in existing assets	Reported 2013 progress on target
Pursue renewable sources of electricity to reduce emissions from electricity	Removed as target; narrative reported on <a href="#">p. 60</a>
By 2013, decrease Parks and Resorts’ annual solid waste to landfill to 50% of 2006 baseline level	Reported 2013 progress on target
By 2013, divert at least 80% of waste from landfill at the Summer X Games and 90% of waste from landfill at the ESPYs	Reported 2013 progress on target
By 2013, apply our integrated approach to sustainable design, engineering, and habitat protection for a pilot construction project	Reported 2013 progress on target

FY12 Target	FY13 Status
By 2012, Water Conservation Plans will be adopted to identify areas for water conservation improvement at all major locations	Expired in 2012; replaced with 2018 target focused on water
By 2012, Disney Stores North America will expand their commitment to organic cotton by making all Disney Baby apparel and sleepwear from 100% organic cotton	Expired in 2012; was not replaced
Civic Engagement	
By 2013, implement a philanthropic strategy with three focus areas: Compassion, Conservation, and Creativity	Expired in 2012; narrative reported on <a href="#">p. 10</a>
By 2012, launch a pilot creativity project	Expired in 2012; narrative reported on <a href="#">p. 47</a>
Promote physical activity and healthy living messages through our media platforms with over 500 hours of programming annually	We have made the decision to discontinue this target related to content. In its place, we have begun a process to broadly measure the pro-social content in shows across our networks
By 2012, engage over 4 million players through online games to raise awareness of, and encourage participation in, giving to people and the planet	Expired in 2012; did not replace. However, data for Club Penguin were included as part of our 20 million actions target, <a href="#">p. 38</a>
Respectful Workplaces	
In 2012, introduce a global workplace and women’s initiative	Expired in 2012; narrative reported on <a href="#">p. 71</a>
Increase the diversity of our employee base	Removed as target; narrative reported on <a href="#">p. 71</a>
By 2015, create at least 1,000 job and career opportunities for U.S. veterans across The Walt Disney Company	Completed early; narrative reported on <a href="#">p. 72</a>
By 2013, create and promote participation in kid-friendly physical activity events for employees and their families in all major U.S. geographies where our employees reside (CA, CT, FL, and NY)	Reported 2013 progress on target
By 2013, provide financial incentives to employees and their families for at least three specified “healthy” results through Disney’s results-based Wellness Rewards Program	Reported 2013 progress on target
By 2015, grow backup childcare and eldercare efforts that result in a 20% increase in the total number of employee workdays saved across Disney	Removed as target; metric no longer aligns with strategic objectives; not reported in 2013
By 2012, include additional, safety-specific expectations as part of employee-performance evaluations at Walt Disney Parks and Resorts	Expired in 2012 and did not report in 2013

FY12 Target

FY13 Status

By 2013, create a Community Watch presence in offices across most businesses and affiliated companies around the world and increase the percentage of U.S.-based employees who are trained in key awareness areas by 50% over our 2011 baseline

Completed early; did not replace; narrative reported on [p. 71](#)

Continue to enhance career development efforts across our business units

Removed as target; narrative reorted on [p. 73](#)

Responsible Supply Chain

By 2014, increase visibility into facilities producing Disney-branded products in high-risk countries by 50%, and achieve 100% visibility by 2018

Reported 2013 progress on target

By 2014, achieve 85% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses, and achieve 100% visibility by 2017

Reported 2013 progress on target

By 2013, implement an enhanced global training and education program for key internal stakeholders focused on better understanding and implementation of our International Labor Standards Program requirements

Reported 2013 progress on target

By 2013, increase financial and other support for independent programs and initiatives addressing core labor issues within our supply chain

Reported 2013 progress on target

By 2013, continue to work with our vendors, suppliers, and licensees to evaluate the chemicals and substances in Disney-branded products

Reported 2013 progress on target

By 2015, validate all licensees’ compliance with internationally recognized food safety and quality standards consistent with Disney requirements

Reported 2013 progress on target; first half of target removed as it referred to a target that expired in 2012

By 2014, demonstrate continued improvement in environmental performance for strategic suppliers in plush, apparel, accessories, and toys

Reported 2013 progress on target

By 2013, design and develop a prioritized paper tracking and verification process and system for Phase 1 that includes (1) annual supplier source origin surveys, (2) annual random audits, (3) annual random fiber tests, and (4) verification of the sources of supplies from high-risk areas

Reported 2013 progress on target

By 2014, implement the paper tracking and verification process and system for Phase 1 to support the continued reduction of unwanted sources and prioritizing reduction from high-risk regions

Reported 2013 progress on target

FY12 Target

FY13 Status

By 2015, begin reporting paper use and sources for Phase 1 in order to inform and set new quantifiable targets in 2016 for eliminating unwanted sources and maximizing recycled content and wood fiber sourced from forestry operations certified by the Forest Stewardship Council or an equivalent forest certification scheme

Reported 2013 progress on target

By 2013, incorporate paper policy principles into the design of paper products and product packaging

Reported 2013 progress on target

By 2012, communicate new paper policy and expectations to all suppliers, vendors, and licensees

Expired in 2012; did not report in 2013

By 2012, no fiber from unwanted sources (e.g., non-FSC certified fiber from high-risk regions) will be used by the North American Disney Book Group, Hyperion, and ESPN Magazine

Expired in 2012; did not report in 2013

By 2013, in collaboration with strategic suppliers and licensees, conduct a pilot study of a tracking and verification process that includes (1) annual supplier source origin surveys for paper products and (2) annual random fiber tests. If fiber from unwanted sources is found as a result of the pilot study, coordinate with suppliers and/or licensees to identify how the fiber entered the supply chain and to determine feasible steps to eliminate it

Reported 2013 progress on target

By 2013, for paper we directly specify, begin requesting recycled and FSC-certified paper and paper products processed without chlorine or chlorine compounds and select these whenever they are available at a reasonable cost and quality

Reported 2013 progress on target



# GRI Index




This Index follows G3.1 guidelines and includes sector-specific media disclosures. The Global Reporting Initiative’s G3 Sustainability Reporting Guidelines provide a comprehensive set of indicators covering the economic, environmental, and ethical impacts of a company’s performance. These reporting principles have informed our reporting since 2008.

For fiscal year 2013, we have self-assessed ourselves as a B reporter according to GRI-defined application levels.









### Background on the GRI

The GRI Reporting Framework is intended to serve as a generally accepted framework for reporting on an organization’s economic, environmental, and social performance. It is designed for use by organizations of any size, sector, or location. It takes into account the practical considerations faced by a diverse range of organizations—from small enterprises to those with extensive and geographically dispersed operations. The GRI Reporting Framework contains general and sector-specific content that has been agreed upon by a wide range of stakeholders around the world to be generally applicable for reporting an organization’s sustainability performance.<sup>20</sup>

KEY EXPLAINED:

-  **Fully Reported:** Information is fully reported with respect to available information and current reporting systems
-  **Partially Reported:** Information is partially reported with respect to available information and current reporting systems
-  **Not Reported:** Information is not reported due to lack of access to data, materiality or applicability

<sup>20</sup> GRI Reporting Framework text pulled from the G3.1 Sustainability Reporting Guidelines (www.globalreporting.org).

Disclosure		Status	Location/Direct Answer
1. Strategy and Analysis			
1.1	Statement from the most senior decision maker		Message From Our CEO <b>p. 4</b> Message From Our CFO <b>p. 5</b>
1.2	Description of key impacts, risks, and opportunities		CEO & CFO letters <b>p. 4,5</b> Stakeholder Feedback <b>p. 15</b> Looking Ahead <b>p. 88</b> <a href="#">Form 10-K</a> <b>p. 17-22</b>
2. Organizational Profile			
2.1	Name of the organization		Disney's Citizenship Commitment <b>p. 6</b>
2.2	Primary brands, products, and/or services		<a href="#">Form 10-K</a> <b>p. 1-17</b>
2.3	Operational structure		<a href="#">Form 10-K</a> <b>p. 1-17</b>
2.4	Location of organization's headquarters		500 S. Buena Vista St. Burbank, CA 91521 USA
2.5	Countries in operation		<a href="#">Form 10-K</a> <b>p. 1-17, 22</b> <a href="#">Disney Around The World</a> <b>(web)</b>
2.6	Nature of ownership		<a href="#">Form 10-K</a> <b>p. 1-17</b> <b>Additional information</b> We are a widely publicly owned company with diverse shareholders.
2.7	Markets served		<a href="#">Form 10-K</a> <b>p. 1-17</b>  In our Form 10-K, we provide information about the markets we serve by business segment.

Disclosure		Status	Location/Direct Answer
2.8	Scale of the organization		About This Report <b>p. 14</b> <a href="#">Form 10-K</a> <b>p. 1-17, 22</b>  In our Form 10-K, we break down our revenues by source; the breakdown of circulation of audience figures are not applicable to The Walt Disney Company as a whole.
2.9	Significant changes regarding size, structure, or ownership		<a href="#">Form 10-K</a> <b>p. 1-17</b>
2.10	Awards received		<p>Below is a sample of recognition and awards received during 2013.</p> <p><b>Recognition</b></p> <ul style="list-style-type: none"><li>• <a href="#">Fortune's Most Admired Companies</a> (2013): #9 overall, #8 for "social responsibility," #1 in Entertainment industry</li><li>• <a href="#">Reputation Institute Reptrak Global 100</a> (2013): #2 overall, #1 for citizenship</li><li>• <a href="#">Human Rights Campaign</a> 2013: Corporate Equality Index: 100% Rating</li><li>• <a href="#">Diversity Inc. Top 50 Companies for Diversity</a> (2013): #39 out of 50</li><li>• <a href="#">Corporate Responsibility Magazine</a> 100 Best Corporate Citizens (2013): #12</li><li>• <a href="#">Newsweek Green Rankings</a> (2012): #35 out of U.S. top 500; #87 out of Global 500</li><li>• <a href="#">Dow Jones Sustainability Index</a> (2013): North America Index</li><li>• <a href="#">FTSE4GOOD Index</a> (2013)</li></ul> <p><b>Awards</b></p> <ul style="list-style-type: none"><li>• <a href="#">Climate Action Reserve</a> (2013): Climate Action Champion</li><li>• <a href="#">Conservation International</a>: Global Conservation Leadership Award</li><li>• <a href="#">American Carbon Registry: Commitment to Quality Award</a> (2013)</li><li>• <a href="#">National Wildlife Federation: National Conservation Achievement Award</a>: Corporate Leadership Award</li><li>• <a href="#">Environmental Media Association</a> (EMA) "Green Seal" Awards (2013): "Oz the Great and Powerful," "Saving Mr. Banks," "Chimpanzee," "Lone Ranger," "Maleficent"</li><li>• <a href="#">Produce for Better Health Foundation</a> (2013): Industry Role Model</li></ul>

KEY

Fully Reported

Partially Reported

Not Reported

Disclosure		Status	Location/Direct Answer
3. Report Parameters			
Report Profile			
3.1	Reporting period		<b>Additional Information</b> The policies, programs, and performance data presented in this report are for the company's 2013 fiscal year, ended September 28, 2013 unless, otherwise noted. Instances where information is relevant only to a single or a few segments or has a different time frame than the fiscal year will be distinguished.
3.2	Date of most recent previous report		<b>Additional Information</b> Our most recent reports include a 2010 Corporate Citizenship Report, a 2011 Data Update, the 2011 performance information in the 2012 Citizenship Targets document, and the 2012 Citizenship Performance Summary.  Download additional and past reports at our <a href="#">Report Archive</a> . Please also visit our <a href="#">citizenship website</a> throughout the year for ongoing updates.
3.3	Reporting cycle		We report performance on targets on an annual basis.
3.4	Contact point for questions		<a href="#">Corporate Citizenship website</a> <a href="#">Contact Us</a>
Report Scope and Boundary			
3.5	Process for defining report content		<b>Additional Information</b> We look to the Global Reporting Initiative (GRI) for guidance on specific reporting principles regarding content, quality, and report boundaries. We have taken measures to address the Media Sector Supplement in the GRI 3.1 guidelines. However, not all of the guidelines are applicable or appropriate to our business, and we have applied them flexibly.  This report was developed though the lens of several considerations, including issue importance, stakeholder inclusiveness, sustainability context, completeness, balance, comparability, accuracy, timeliness, reliability, and clarity.  Performance data are presented throughout the report. Where relevant, we provide details on scale, scope, and collection methodology. Using the GRI guidelines for accuracy, we believe the data we present are sufficiently detailed to allow for clear understanding of our disclosures. We take care to explain key estimates or assumptions that are used in the development of metrics.



Disclosure		Status	Location/Direct Answer
			<p>This report represents our best effort to accurately depict our impacts, progress, and results as they relate to corporate citizenship. There are some cases where we have relied on estimates to communicate results. These areas are identified in the report.</p> <p>Any forward-looking statements in this report are based on current understanding of the operational and financial environment and are subject to changes in business strategies and uncertainties in the market. Please note that we do not anticipate updating particular portions of this report, which should therefore be understood to speak only as of its publication date.</p> <p>For convenience, this report often refers generally to “The Walt Disney Company” or “Disney” or “the company,” or even “we” and “us.” In fact, our various businesses are conducted by a number of separate corporations and other legal entities that are owned, directly or indirectly, wholly or in part, by the parent public company, known as The Walt Disney Company. Accordingly, use of the names and terms in this report may refer broadly to practices or other matters relevant to many of our businesses and is not intended to suggest that they, or any combination of them, operate as a single entity. Moreover, since this is an integrated report, references to “The Walt Disney Company,” “the Company,” “Disney,” “we,” or “us” may mean, as appropriate, either The Walt Disney Company and/or one or more of its affiliated companies.</p> <p>In addition, when we reference “Disney-branded” products or businesses we mean to limit the meaning to only those products that fall under the Disney brand.</p>
3.6	Boundary of the report		<b>Additional Information</b> Our report covers The Walt Disney Company and its affiliated companies. We specifically notate instances in which the scope is different.
3.7	Limitations on the scope or boundary of the report		About This Report <b>p. 14</b> <b>Additional Information</b> This report is focused on our performance against our citizenship targets. As a result, this report does not address everything we do, have done or will do, but represents many important areas of ongoing priority and focus.
3.8	Joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities		See footnotes of specific charts and tables for relevant information in this report.

**KEY** Fully Reported Partially Reported Not Reported

Disclosure		Status	Location/Direct Answer
3.9	Data measurement techniques		<p>See footnotes of specific charts and tables for relevant information in this report.</p> <p><b>Additional Information</b> We document the definition of each target and the processes and procedures related to the collection of data with respect to each target. In addition, as appropriate, we look to the Global Reporting Initiative (GRI) for guidance on reporting principles and guidelines for accuracy to allow for a clear understanding of our disclosures.</p> <p>Documenting the components of each target benefits us in two ways:</p> <ul style="list-style-type: none"><li>Internally, we will have consistent, comparable reported performance against each target as a result of the agreed upon target definitions, data requirements, and performance tracking methodology</li><li>Externally, third-party stakeholders will have a clear definition of each target and understanding of our disclosures through the use of common GRI terminology</li></ul> <p>We are committed to the continued improvement, accuracy, and sophistication of our citizenship reporting. To this end, we have transitioned the data collection and validation of citizenship data to our corporate reporting function; the same function that manages the Company’s financial data.</p>
3.10	Effect of any restatements of information provided in earlier reports		See footnotes of specific charts and tables for relevant information in this report.
3.11	Significant changes in the scope, boundary, or measurement methods		See footnotes of specific charts and tables for relevant information in this report.
<b>GRI Content Index</b>			
3.12	GRI Content Index		GRI Index

Disclosure		Status	Location/Direct Answer
Assurance			
3.13	External assurance		Response to indicator 3.9 <b>p. 101</b> <b>Additional Information</b> With a goal of transparency and accuracy, we expect the process of data collection to evolve as we refine our approach. In addition, we will consider external verification in the future as a way to enhance assurances regarding the validity of the report's contents.

4. Governance, Commitments, and Engagement			
Governance			
4.1	Governance structure		<a href="#">Corporate Governance (web)</a> <a href="#">Form 10-K</a> <b>p. 24-58</b> <a href="#">Proxy Statement</a> <b>p. 9-15</b>
4.2	Indicate whether chairperson is also an executive officer		<a href="#">Proxy Statement</a> <b>p. 9-10</b>
4.3	Board structure		<a href="#">Proxy Statement</a> <b>p. 9-14</b>
4.4	Mechanisms for shareholders and employees to provide recommendations to the highest governance body		<a href="#">Proxy Statement</a> <b>p. 14-15</b> <a href="#">Corporate Governance (web)</a>
4.5	Linkage between compensation for members of the Board, senior managers, and executives, and the organization's performance		<a href="#">Proxy Statement</a> <b>p. 16-49</b>

KEY Fully Reported Partially Reported Not Reported

Disclosure		Status	Location/Direct Answer
4.6	Processes to avoid conflicts of interest at the Board		<a href="#">Corporate Governance (web)</a> <a href="#">Proxy Statement</a>
4.7	Expertise of Board members on sustainability topics (including gender and diversity aspects)		<a href="#">Corporate Governance (web)</a>
4.8	Statements of mission, codes of conduct, and principles		Our Citizenship Commitment <b>p. 6-9</b> Smoking in film <b>p. 54</b> <a href="#">Policies and Approaches (web)</a> <a href="#">Standards of Business Conduct</a> <a href="#">Code of Conduct for Manufacturers (web)</a> <a href="#">Friends for Change (web)</a> <b>Additional Information</b> Throughout the report, we detail the different principles and guidelines that frame our approach to corporate citizenship.  In addition, all of our broadcast and cable properties have internal codes of conduct and standards and practices to ensure that the content we create reflects our citizenship values. These standards and practices cover guidance and rules around the depiction of themes and issues such as diversity, animals, healthy living, drugs, smoking and alcohol, and many others.
4.9	Procedures of the Board for overseeing the organization's management of sustainability performance		Our Citizenship Commitment <b>p. 6</b> <b>Additional Information</b> Citizenship efforts at Disney are led by President and Chief Executive Officer Bob Iger and Senior Executive Vice President and Chief Financial Officer Jay Rasulo. Our organizational structure, reporting to the CFO, reinforces our belief that corporate citizenship is central to the business and brings long-term value to our shareholders.  Certain areas of the citizenship function—including community engagement, strategic philanthropy, environment and conservation, and international labor standards—have dedicated staff developing strategy, managing compliance, and overseeing stakeholder engagement. In addition, an insights and integration team within Corporate Citizenship manages reporting, commitments, and metrics and analyzes emerging issues, trends, and policy for Disney.  Citizenship efforts and performance are reported to the Disney Board of Directors on a periodic basis, with additional updates upon request or when business needs require it. Additionally, the Audit Committee of the Board regularly receives reports on Disney's International Labor Standards Program.



Disclosure		Status	Location/Direct Answer
			Our executives and business unit leaders are committed to the highest level of corporate citizenship. Many executives serve on internal councils that advise Disney on corporate citizenship. The Disney Citizenship Council, formed in 2013, continues to meet on a quarterly basis. These councils oversee operations and provide guidance, policy, and strategy to citizenship efforts.
4.10	Process of evaluating the Board's sustainability performance	✓	<a href="#">Corporate Governance Guidelines</a> See indicator 4.5 and 4.9 for additional information.
Commitments to External Initiatives			
4.11	Precautionary approach	✓	<a href="#">Environmental Stewardship</a> (web) <b>Additional Information</b> One of our key citizenship priorities is to act and create in an ethical manner and consider the consequences of our decisions on people and the planet.
4.12	External charters, principles, or other initiatives	✓	Environmental Stewardship <b>p. 59</b> <a href="#">Ethical Sourcing</a> (web) <b>Additional Information</b> In our report we detail relationships with external initiatives, principles and codes. These include, but are not limited to, the World Resources Institute's GHG Protocol and core conventions of the International Labour Organization (ILO), among others.
4.13	Memberships in associations	✓	<a href="#">Ethical Sourcing</a> (web) <b>Additional Information</b> Our membership in associations or national/international advocacy organizations includes, but is not limited to, the following: American Red Cross, Audubon Society, BSR, Ceres, Corporate EcoForum, International Conservation Caucus Foundation, International Association of Volunteer Efforts/Global Corporate Volunteer Council, Net Impact, Sustainability 50, Sustainability Consortium, SustainAbility, and others.  In our report and on our website, we also describe our membership in a number of associations and national/international advocacy organizations.

KEY

✓ Fully Reported

⦿ Partially Reported

✗ Not Reported

Disclosure		Status	Location/Direct Answer
Stakeholder Engagement			
4.14	Stakeholder groups	✓	Stakeholder Feedback <b>p. 15</b> <a href="#">Disney citizenship</a> (web) <b>Additional Information</b> We believe that working with external stakeholders enhances our ability to address issues and contributes solutions to some of our most important challenges. We engage with stakeholders routinely and in a variety of ways, including in-person and web-based meetings, conference calls, correspondence, working groups and workshops, conferences, and events.  In addition to the stakeholder engagement table in our report, we detail engagements with various stakeholder groups throughout the report.
4.15	Stakeholder identification and selection	✓	Civic Engagement <b>p. 68</b> Stakeholder Feedback <b>p. 15</b>
4.16	Approaches to stakeholder engagement	✓	Civic Engagement <b>p. 68</b> Stakeholder Feedback <b>p. 15</b>
4.17	Topics and concerns raised by stakeholders	✓	Civic Engagement <b>p. 68</b> Stakeholder Feedback <b>p. 15</b>
5. Economic Performance Indicators			
Economic Performance			
DMA	Management Approach Disclosures: Economic	✓	<a href="#">Form 10-K</a> <b>p. 1-38</b> Our Form 10-K outlines our Management Approach Disclosures on Economic Performance.
EC1	Direct economic value generated and distributed	⦿	<a href="#">Form 10-K</a> <b>p. 27-38</b> Our Form 10-K describes our economic value generated.
EC2	Financial implications due to climate change	⦿	<a href="#">Form 10-K</a> <b>p. 19</b> Our Form 10-K notes impact of long-term weather change on our tourism businesses.
EC3	Coverage of the organization's defined benefit plan	✓	<a href="#">Form 10-K</a> <b>p. 20, 38</b>

Disclosure		Status	Location/Direct Answer
EC4	Financial assistance from government		We do not receive financial assistance from the governments of any countries with operations material to our media business.
M1	Significant funding and other support received from non-governmental sources		We do not receive more than 10% of revenue from any one individual source.
Market Presence			
EC5	Standard entry-level wage by gender compared to local minimum wage		
EC6	Locally-based suppliers		
EC7	Local hiring		
Indirect Economic Impacts			
EC8	Infrastructure investments and services for public benefit		<p>Strategic Philanthropy <b>p. 10</b> Inspire Action targets <b>p. 38</b> Volunteerism targets <b>p. 39</b> Children in Need target <b>p. 39</b></p> <p><b>Additional Information</b> Strengthen communities section and targets note examples of infrastructure investments and services provided primarily for public benefit, such as volunteer hours, PSAs, play spaces built, etc.</p>
EC9	Indirect economic impacts		
<div><div>KEY</div><div> Fully Reported</div><div> Partially Reported</div><div> Not Reported</div></div>			

Disclosure		Status	Location/Direct Answer
6. Environmental Performance Indicators			
DMA	Management Approach Disclosures: Environmental		<p>Emissions <b>p. 59-62</b> Electricity <b>p. 61</b> Waste <b>p. 63</b> Ecosystems <b>p. 67</b> Water <b>p. 65</b> Product footprint <b>p. 67</b> Paper <b>p. 85</b> Environmental Responsibility Index <b>p. 84</b> <a href="#">Environmental Stewardship</a> <b>(web)</b> <a href="#">Environmental Policy</a> <b>(web)</b> <a href="#">Disney's Environmental Stewardship Goals and Targets</a> <b>(web)</b> <a href="#">Supplier Sustainability</a> <b>(web)</b> -</p> <p><b>Additional Information</b> We are working to reduce our environmental impact through projects big and small. From reducing our electricity consumption to investing in reforestation around the world, we are working to help protect the planet for future generations.</p>
Materials			
EN1	Materials used by weight or volume		<p>Paper targets <b>p. 85</b></p> <p><b>Additional Information</b> We introduced our <a href="#">Paper Policy</a> in October 2012. The paper policy focuses on the responsible sourcing and responsible use of paper in our day-to-day operations. This policy will help us better understand the amount and source of paper used throughout the company.</p>
EN1	Recycled input materials		<p>Waste targets <b>p. 63</b> Ecosystems target <b>p. 67</b> Product Footprint target <b>p. 67</b></p> <p><b>Additional Information</b> In addition to discussion of different initiatives throughout the company to integrate recycled materials into Disney products, our wood policy, paper policy, and product footprint targets integrate goals around recycled materials. However, due to the diversity of our businesses, we do not provide an enterprise-wide breakdown on the percentage of materials used that are recycled input materials.</p>
Energy			
EN3	Direct primary energy consumption		<p>Emissions and Electricity targets <b>p. 59-62</b> <a href="#">Environmental Stewardship</a> <b>(web)</b></p>
EN4	Indirect primary energy consumption		<p>Emissions and Electricity targets <b>p. 59-62</b> <a href="#">Environmental Stewardship</a> <b>(web)</b></p>



Disclosure		Status	Location/Direct Answer
EN5	Energy savings		Emissions and Electricity targets <b>p. 59-62</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>
EN6	Initiatives for energy efficiency and renewable energy		Emissions and Electricity targets <b>p. 59-62</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>
EN7	Initiatives to reduce indirect energy consumption		Emissions and Electricity targets <b>p. 59-62</b> <b>Additional Information</b> <i>The Walt Disney Company – Travel Policy – Ground Transportation While on Business Trip</i>  When commuting while on business trip, employees must choose one of the following alternatives: <ul style="list-style-type: none"><li>• Mass transit or shuttle service</li><li>• Carpool or public taxi</li><li>• Hybrid or low-emission rental or town car service from an approved vendor, when available and cost effective; otherwise a standard car rental</li></ul> <i>Disney Clean Fleet Employee Shuttles</i>  Disney provides a shuttle service for employees of the greater Glendale and Burbank area. The shuttles make a round trip loop around major sites, including the Glendale Creative Campus, Studio Lot, and offices near Brand and Central Boulevards in Glendale. The shuttle operates on compressed natural gas and also has bike racks for bicycle commuters. These shuttles help employees attend off-site business meetings without needing a vehicle to make the trip. With over 1,000 boardings per month, the shuttles help to reduce parking, congestion, and emissions in and around these Disney sites.

Water		Status	Location/Direct Answer
EN8	Total water withdrawal		<a href="#">Environmental Stewardship</a> <b>(web)</b> Environmental Stewardship <b>p. 59</b>
EN9	Effect of water withdrawal		<a href="#">Environmental Stewardship</a> <b>(web)</b> Environmental Stewardship <b>p. 59</b>
EN10	Water recycled and reused		<a href="#">Environmental Stewardship</a> <b>(web)</b> Environmental Stewardship <b>p. 59</b>

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Disclosure		Status	Location/Direct Answer								
Biodiversity											
EN11	Land assets in or adjacent to protected areas		DWCF target <b>p. 44</b>								
EN12	Impacts on biodiversity		Ecosystems <b>p. 67</b> DWCF target <b>p. 44</b> <a href="#">Paper policy</a>								
EN13	Habitats protected or restored		DWCF target <b>p. 44</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>								
EN14	Strategies for biodiversity		DWCF target <b>p. 44</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>								
EN15	Endangered species		DWCF target <b>p. 44</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>								
Emissions, Effluents, and Waste											
EN16	Greenhouse gas emissions		Emissions and Electricity target <b>p. 59-62</b> <b>Additional Information</b> <table><tr><th>MTCO<sub>2</sub>eq</th><th>2013</th></tr><tr><td>Direct GHG Emissions</td><td>915,764</td></tr><tr><td>Indirect GHG Emissions</td><td>764,625</td></tr><tr><td>Total GHG Emissions</td><td>1,680,389<sup>21</sup></td></tr></table>	MTCO <sub>2</sub> eq	2013	Direct GHG Emissions	915,764	Indirect GHG Emissions	764,625	Total GHG Emissions	1,680,389 <sup>21</sup>
MTCO <sub>2</sub> eq	2013										
Direct GHG Emissions	915,764										
Indirect GHG Emissions	764,625										
Total GHG Emissions	1,680,389 <sup>21</sup>										
EN17	Other greenhouse gas emissions		Emissions and Electricity target <b>p. 59-62</b> Our performance on our emissions targets provides description of initiatives that help to reduce our greenhouse gas emissions.								
EN18	Initiatives to reduce greenhouse gas emissions		Emissions and Electricity targets <b>p. 59-62</b> Paper targets <b>p. 85</b> <a href="#">Environmental Stewardship</a> <b>(web)</b>								
EN19	Ozone-depleting substances										
EN20	NO <sub>E</sub> , SO <sub>E</sub> , and other air emissions										

<sup>21</sup> Excludes growth and leased offices.

Disclosure		Status	Location/Direct Answer
EN21	Water discharge		
EN22	Weight of waste		WDPR Waste target <b>p. 63</b> ESPN Waste target <b>p. 64</b>  <b>Additional Information</b> Our ABC Studios has established an innovative set recycling and rental program. This program has helped divert waste from the landfill while generating revenue by renting set materials to others in the entertainment industry. ABC Studios Production Services is committed to minimizing its overall impact on the environment while encouraging and activating green initiatives and environmental standards of operation.
EN23	Significant spills		
EN24	Waste deemed hazardous under the terms of the Basel Convention		
EN25	Impacts of discharges of water and runoff on biodiversity		
EN26	Initiatives to mitigate environmental impacts		Paper targets <b>p. 85</b>  In addition to business-specific initiatives, we established companywide goals for sustainable paper and manufacturing.
EN27	Packaging materials		
EN28	Sanctions for noncompliance with environmental regulations		
EN29	Environmental impacts of transport		<b>Additional Information</b> Disney and its affiliates in the United States joined the SmartWay EPA (Environmental Protection Agency) program in 2009. The intent of this effort is to collaborate and identify effective action plans to help minimize carbon emissions from transportation. Many domestic carriers used by Disney are SmartWay Partners. We regularly review optimal transportation modes, such as rail and ocean, which will reduce our carbon footprint.

**KEY** Fully Reported Partially Reported Not Reported

Disclosure		Status	Location/Direct Answer										
EN30	Environmental protection expenditures		DWCF target <b>p. 44</b> <a href="#">Environmental Stewardship</a> (web)										
7. Labor Practices and Decent Work													
DMA	Management Approach Disclosures: Labor Practices		<a href="#">Respectful Workplaces Form 10-K</a> <b>p. 1-22</b> (web)										
Employment													
LA1	Workforce by employment type, contract, region, and gender		Diversity <b>p. 72</b> 2013 Data Table, <b>p. 26-27</b>  Employees by Employment Status (Global) <sup>22</sup> <table><tr><th>Status</th><th>2013</th></tr><tr><td>Full-Time</td><td>111,843</td></tr><tr><td>Part-Time</td><td>30,837</td></tr><tr><td>Temporary/Seasonal</td><td>16,721</td></tr><tr><td>All Employees</td><td>159,401</td></tr></table>	Status	2013	Full-Time	111,843	Part-Time	30,837	Temporary/Seasonal	16,721	All Employees	159,401
Status	2013												
Full-Time	111,843												
Part-Time	30,837												
Temporary/Seasonal	16,721												
All Employees	159,401												
LA2	Employee hires and turnover by age group, gender, and region												
LA3	Benefits provided to full-time employees		<a href="#">Disney Workplaces</a> (web)										
Labor/Management Relations													
LA4	Employees with collective bargaining agreements		<a href="#">Form 10-K</a> <b>p. 21</b>										
LA5	Minimum notice period regarding significant operational changes												
Occupational Health and Safety													
LA6	Workforce represented in joint health and safety committees												

<sup>22</sup> Employee numbers include all employees in our SAP system. Of note, this excludes Pixar and Disneyland Paris employees and includes casuals paid within the last 60 days but excludes daily hires and contract workers.



Disclosure		Status	Location/Direct Answer
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities		
LA8	Training on serious diseases		Employee Health target <b>p. 74-75</b>
LA9	Health and safety topics covered in formal agreements with trade unions		
Training and Education			
LA10	Training per employee per gender		Diversity <b>p. 72</b> 2013 Data Table, <b>p. 26-27</b> <b>Additional Information</b> We do not average our training hours by employee. We provide number of participants and total number of training hours taken.
LA11	Programs for skills management and lifelong learning		Career Development <b>p. 73</b> <a href="#">Disney Careers</a> <b>(web)</b>
LA12	Regular performance and career development reviews, by gender		Career Development <b>p. 73</b> <b>Additional Information</b> 93% of eligible staff participated in our Performance Connection performance management tool. Eligible employees only include salaried employees.
Diversity and Equal Opportunity			
LA13	Composition of governance bodies		Diversity <b>p. 72</b>
LA14	Ratio of basic salary and remuneration of women to men		

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Disclosure		Status	Location/Direct Answer
8. Human Rights			
DMA	Management Approach Disclosures: Human Rights		Cultural Diversity <b>p. 57</b> <a href="#">Human Rights Policy</a> <b>(web)</b> <a href="#">Standards of Business Conduct Form 10-K</a> <b>p. 17-22</b> <a href="#">Disney Privacy Policy</a> <a href="#">Code of Conduct for Manufacturers</a> <b>Additional Information</b> Disclosures regarding HR1, HR2, HR3, HR6, HR7, and HR11 apply to the management and oversight of labor rights concerns within The Walt Disney Company's consumer products business. The International Labor Standards (ILS) Program oversees labor rights issues as they pertain to Disney's supply chain producing Disney-branded consumer products, and, therefore, our responses to these indicators address our policies, programs, and outcomes within those parameters.
Investment and Procurement Practices			
HR1	Investment agreements that include clauses incorporating human rights concerns		ILS targets <b>p. 76-83</b> <a href="#">International Labor Standards</a> <b>(web)</b> <b>Additional Information</b> <i>Significant Investment</i> – All licensing agreements between The Walt Disney Company and our licensees qualify as significant investments for the purposes of the ILS Program due to the centrality of these agreements to our consumer products business.  <i>Human Rights Clause/Screening</i> – For the purposes of the ILS Program, a human rights clause/screening is defined as a measure of a licensee's compliance with our sourcing requirements. Licensing agreements contain clauses (quoted below) stipulating compliance with the ILS Program's requirements. These agreements are then subject to periodic assessments of compliance, thereby incorporating both a clause and screening element.  Our sourcing requirements, to which licensees are contractually bound, require that:  “Licensees shall use only Facilities that comply with at least the ILS Minimum Compliance Standards (except during a period of remediation in accordance with Section F below), and shall ensure that such Facilities fully comply with the Code to the extent it is commercially reasonable.”  Therefore, 100% of significant investment agreements include human rights clauses/screenings.

Disclosure		Status	Location/Direct Answer
HR2	Human rights screening of suppliers, contractors, and other business partners		ILS targets <b>p. 76-83</b> <b>Additional Information</b> <i>Significant Investment</i> – All licensing agreements between The Walt Disney Company and our licensees qualify as significant investments for the purposes of the ILS Program due to the centrality of these agreements to our consumer products business.  <i>Human Rights Clause/Screening</i> – For the purposes of the ILS Program, a human rights clause/screening is defined as a measure of a licensee’s compliance with our sourcing requirements. Licensing agreements contain clauses (quoted below) stipulating compliance with the ILS Program’s requirements. These agreements are then subject to periodic assessments of compliance, thereby incorporating both a clause and screening element.  <i>Suppliers and Contractors</i> – Classified as vendors by Disney. 100% of Disney suppliers and contractors undergo human rights screenings through contractually obligated compliance with ILS Program requirements, as outlined in HR1. Furthermore, Disney conducts audits of vendor facilities in order to measure compliance to Disney’s labor standards.
HR3	Training on human rights		ILS targets <b>p. 76-83</b>
Non-discrimination			
HR4	Incidents of discrimination		2013 Data Table <b>p. 26-27</b>
Freedom of Association and Collective Bargaining			
HR5	Freedom of association and collective bargaining		2013 Data Table <b>p. 26-27</b> <b>Additional Information</b> We report on the percentage of facilities in which the right to exercise freedom of associations and collective bargaining may be at significant risk but do not identify the operations in additional detail.

KEY Fully Reported Partially Reported Not Reported

Disclosure		Status	Location/Direct Answer
Child Labor			
HR6	Child labor		Minimum Compliance Standard: Remediation and Termination <b>p. 79</b> 2013 Data Table <b>p. 26-27</b> <a href="#">International Labor Standards</a> (web) <a href="#">Policy on Uzbek cotton</a> (web)  <b>Additional Information</b> Child labor is a Minimum Compliance Standard violation and therefore requires immediate corrective action to address the noncompliance. Furthermore, Disney has participated in a pilot effort in China to remedy child labor when found.
Forced and Compulsory Labor			
HR7	Forced labor		Minimum Compliance Standard: Remediation and Termination <b>p. 79</b> 2013 Data Table <b>p. 26-27</b> <a href="#">Policy on Uzbek cotton</a> (web) <a href="#">Statement on Forced Labor and Human Trafficking</a> (web)  <b>Additional Information</b> Involuntary labor is a Minimum Compliance Standard violation and therefore requires immediate corrective action to address the noncompliance.
Security Practices			
HR8	Training for security personnel		
Indigenous Rights			
HR9	Violations of rights of indigenous people		
HR10	Human rights reviews and/or impact assessments		2013 Data Table <b>p. 26-27</b> <b>Additional Information</b> We report that we conducted a human rights review but do not report on the percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.



Disclosure		Status	Location/Direct Answer
HR11	Grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms		<a href="#">Ethical Sourcing</a> <b>(web)</b>  <b>Additional Information</b> Disney addresses allegations from media and NGOs about labor rights conditions through a standard operating procedure, which involves increased oversight and remediation at the facility level where allegations are confirmed. Disney reports on these allegations on the International Labor Standards website, <a href="#">here</a> . Furthermore, Disney, through a third-party civil society organization (CSO), has maintained since 2005 a worker helpline at select factories in China that allows factory workers to report labor rights violations directly. Disney, other buyers, and the factories work together to develop strategies to remedy these concerns.

9. Product Responsibility			
DMA	Management Approach Disclosure: Product Responsibility		Responsible marketing <b>p. 53</b> Food Safety target <b>p. 83</b> Product Safety <b>p. 56-57, 83</b> Nutrition Guidelines targets <b>p. 34-35</b> <a href="#">Standards of Business Conduct</a> <a href="#">Disney Privacy Policy</a> <a href="#">Code of Conduct for Manufacturers</a>
M2	Methodology for assessing and monitoring adherence to content creation values		Age-appropriate Entertainment Experiences for Kids <b>p. 54</b> Promote Safety for Kids <b>p. 55</b>  <b>Additional Information</b> Our values are embedded in each of our consumer-facing brands. For each brand, we have a defined brand promise, and all businesses creating content for that brand must adhere to the standards of each brand. When outside companies (e.g., film production companies) create for our brands, they are also required to deliver against these standards, and we have contractual control to ensure such delivery. Specific businesses, notably television, also have content standards and practices.
M3	Actions taken to improve adherence to content creation values		<b>Additional Information</b> See response to M2.

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Disclosure		Status	Location/Direct Answer
M4	Actions taken to improve performance in relation to content dissemination issues		Online Safety <b>p. 55</b> <a href="#">Disney Online Safety: Kids</a> <b>(web)</b> <a href="#">Disney Privacy Policy</a> <b>(web)</b>  <b>Additional Information</b> We conduct regular reviews of our guidelines in relation to responsible marketing practices to ensure that we keep abreast of critical issues (e.g., new technology that allows our guests to interact with us in new ways). Internally, we also actively raise awareness of the guidelines and the need for compliance.
M5	Number and nature of responses related to content dissemination		<a href="#">Disney Online Safety: Kids</a> <b>(web)</b> <a href="#">Disney Privacy Policy</a> <b>(web)</b>  <b>Additional Information</b> Feedback can take many forms: letters, emails, social media, etc. We view feedback as a key means of informing us what we are doing right and what we are doing wrong. All formal complaints receive some form of acknowledgment and response, especially if it is related to younger audiences.
M6	Methods to interact with audiences and results		<b>Additional Information</b> Our relationship with our audiences is key to our success; we do our utmost to make sure we are listening to the interests and concerns of our audiences.  We interact with audiences in multiple ways ranging from direct feedback (focus groups, user panels, quantitative questionnaire studies) as well as indirect feedback from social media, consumer reviews, critical reviews, etc.
PR1	Health and safety impacts along life cycle		Product Footprint <b>p. 67</b> Environmental Responsibility Index target <b>p. 84</b>  <b>Additional Information</b> We do not report on the percentage of significant products and services categories subject to life cycle stage impact assessments.
PR2	Noncompliance with health and safety standards and regulations		<b>Additional Information</b> We track incidents of noncompliance by our vendors and licensees but do not itemize them here.

Disclosure		Status	Location/Direct Answer
Product and Service Labeling			
PR3	Product information		<a href="#">Paper policy</a> (web)
PR4	Noncompliance with product and service information standards		
PR5	Customer satisfaction		<b>Additional Information</b> The guest relations/services of our consumer products group prepares a weekly “Voice of the Guest” for executives. This report is a compilation of several different surveys and monitoring activity, including exit surveys from the disneystore.com website, post-purchase surveys, product ratings by consumers, and secret shopper—both online and in store. Additionally, ad hoc guest comments are monitored and reported from emails, blogs, etc.
Marketing Communications			
PR6	Fundraising and marketing communications standards		Responsible Marketing for Kids <b>p. 53</b> Healthy Living targets <b>p. 34-35</b>
PR7	Noncompliance with marketing communications standards		Parental Input <b>p. 57</b> Responsible Marketing <b>p. 53</b> Healthy Living targets <b>p. 34-35</b> <b>Additional Information</b> Due to the low number of known breaches of regulations and voluntary codes, we do not currently have a means of auditing the total number of incidents and outcomes.
M7	Actions taken to empower audiences through media literacy skills development and results obtained		Online Safety <b>p. 55</b> Recognize Kids <b>p. 58</b> Cultural Relevancy <b>p. 57</b> <a href="#">Online safety for kids</a> (web) <a href="#">Friends for Change</a> (web)

KEY Fully Reported Partially Reported Not Reported

Disclosure		Status	Location/Direct Answer
Customer Privacy			
PR8	Complaints regarding customer privacy		<a href="#">Privacy Policy</a> (web) <a href="#">Standards of Business Conduct</a>
Compliance			
PR9	Sanctions for noncompliance with regulations concerning the provision and use of products and services		
10. Society			
Community			
DMA	Management Approach Disclosure: Society		<a href="#">Participation in the Formulation of Public Policy</a> <a href="#">Standards of Business Conduct</a>
SO1	Implemented local community engagement, impact assessments, and development programs		Strengthen Communities <b>p. 37</b> <a href="#">Strengthen Communities</a> (web)
Corruption			
SO2	Programs/business units analyzed for risks related to corruption		<b>Additional Information</b> While we do not report the percentage and total number of business units, we analyze where we have material risks to our business for corruption.
SO3	Anti-corruption training		<a href="#">Standards of Business Conduct</a> <b>Additional Information</b> We do not report on the percentage of employees training in anti-corruption policies and procedures, but further information on our anti-corruption policies and procedures are outlined in our Standards of Business Conduct expected to be followed by all employees.
SO4	Actions taken in response to incidents of corruption		



Disclosure		Status	Location/Direct Answer
<b>Public Policy</b>			
S05	Public policy positions and lobbying		<a href="#">Participation in the Formulation of Public Policy</a> (web)
S06	Anti-corruption training		<a href="#">Participation in the Formulation of Public Policy</a> (web) <b>Additional Information</b> Information regarding the contributions made by the political action committee in calendar year 2013 is available <a href="#">here</a> .  Information regarding the contributions we made in calendar 2013 (other than through our political action committee) is available <a href="#">here</a> .
<b>Anti-Competitive Behavior</b>			
S07	Legal actions for anti-competitive behavior, antitrust, and monopoly practices		
<b>Compliance</b>			
S08	Sanctions for noncompliance with regulations		

**KEY**

Fully Reported



Partially Reported



Not Reported